

2018/2019 ANNUAL REPORT



30 January 2020

CONTENTS

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1	MAYOR’S FOREWORD	1
1.2	EXECUTIVE SUMMARY	2
1.2.1	MUNICIPAL MANAGER’S OVERVIEW	5
1.2.2	MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW	9
1.2.3	SERVICE DELIVERY OVERVIEW	11
1.2.4	FINANCIAL HEALTH OVERVIEW	12
1.2.5	ORGANISATIONAL DEVELOPMENT OVERVIEW	15
1.2.6	AUDITOR GENERAL REPORT	15
1.2.7	STATUTORY ANNUAL REPORT PROCESS	23

CHAPTER 2 – GOVERNANCE

2.1	INTRODUCTION	24
2.2	POLITICAL AND ADMINISTRATIVE GOVERNANCE	24
2.2.1	INTRODUCTION	24
2.2.2	POLITICAL GOVERNANCE	24
2.2.3	ADMINISTRATIVE GOVERNANCE	26
2.3	INTERGOVERNMENTAL RELATIONS	28
2.3.1	NATIONAL INTERGOVERNMENTAL STRUCTURES	28
2.3.2	PROVINCIAL INTERGOVERNMENTAL STRUCTURES	28
2.3.3	DISTRICT INTERGOVERNMENTAL STRUCTURES	28
2.4	PUBLIC ACCOUNTABILITY AND PARTICIPATION	28
2.4.1	PUBLIC MEETINGS	28
2.4.2	IDP PARTICIPATION AND ALIGNMENT	30
2.5	CORPORATE GOVERNANCE	31
2.5.1	OVERVIEW	31
2.5.2	INTERNAL AUDIT	31
2.5.3	RISK MANAGEMENT	31
2.5.4	ANTI-CORRUPTION AND FRAUD	32
2.5.5	PERFORMANCE AND RISK AUDIT COMMITTEE	33
2.5.6	SUPPLY CHAIN MANAGEMENT	33
2.5.7	BY-LAWS	33

2.5.8	MUNICIPAL WEBSITE- CURRENT YEAR	34
2.5.9	PUBLIC SATISFACTION ON MUNICIPAL SERVICES	34
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE		
3.1	KPI'S AND TARGETS FROM THE IDP FOR 2017/2018	36
3.2	BASIC SERVICES	47
3.2.1	WATER SERVICES	47
3.2.2	SEWERAGE SERVICES	52
3.2.3	ELECTRICITY DISTRIBUTION	55
3.2.4	REFUSE REMOVAL	62
3.2.5	HOUSING	66
3.2.6	FREE BASIC SERVICES AND INDIGENT SUPPORT	70
3.3	ROAD TRANSPORT	71
3.3.1	PROCLAIMED ROADS, STREETS AND STORM WATER	71
3.4	PLANNING AND DEVELOPMENT	75
3.4.1	INTRODUCTION	75
3.4.2	BUILT ENVIRONMENT	75
3.4.3	LOCAL ECONOMIC DEVELOPMENT	81
3.5	COMMUNITY AND SOCIAL SERVICES	85
3.5.1	COMMUNITY DEVELOPMENT AND THUSONG SERVICE CENTRES	85
3.5.2	LIBRARIES	91
3.5.3	CEMETERIES	94
3.6	ENVIRONMENTAL PROTECTION	95
3.6.1	OCCUPATIONAL HEALTH AND SAFETY (INCLUDING POLLUTION CONTROL)	95
3.7	SECURITY AND SAFETY	99
3.7.1	TRAFFIC AND LAW ENFORCEMENT SERVICES (INCLUDING LICENCING AND REGISTRATION SERVICES)	99
3.7.2	FIRE FIGHTING SERVICES	104
3.7.3	CIVIL PROTECTION (INCLUDING DISASTER MANAGEMENT)	108
3.8	SPORT AND RECREATION	109
3.8.1	SPORT, PARKS AND RECREATIONAL AREAS AND SWIMMING POOLS	109
3.8.2	CARAVAN PARK YZERFONTEIN	113
3.8.3	HARBOUR YZERFONTEIN	116
3.9	CORPORATE MANAGEMENT	116
3.9.1	MANAGEMENT CIVIL ENGINEERING SERVICES	116

3.9.2	MANAGEMENT CORPORATE SERVICES	123
3.9.3	MANAGEMENT DEVELOPMENT SERVICES	130
3.9.4	MANAGEMENT ELECTRICAL ENGINEERING SERVICES	137
3.9.5	MANAGEMENT FINANCIAL SERVICES	143
3.9.6	MANAGEMENT OFFICE OF THE MUNICIPAL MANAGER	150
3.9.7	MANAGEMENT PROTECTION SERVICES	153
3.10	OTHER SERVICES	160
3.10.1	ASSET AND FLEET MANAGEMENT	160
3.10.2	BUDGET OFFICE AND COSTING	163
3.10.3	EXPENDITURE	164
3.10.4	FIANCIAL STATEMENTS AND CONTROL	167
3.10.5	FINANCIAL SYSTEMS ADMINISTRATION	170
3.10.6	INCOME	175
3.10.7	LEGAL AND CREDIT CONTROL	177
3.10.8	SECRETARIAT AND ARCHIVES	180
3.10.9	MARKETING AND TOURISM	184
3.10.10	STRATEGIC MANAGEMENT	186
3.10.11	INTERNAL AUDIT (INCLUDING RISK MANAGEMENT)	188
3.10.12	HUMAN RESOURCES	194
3.10.13	INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES	198
3.10.14	SUPPLY CHAIN MANAGEMENT	202
3.10.15	MUNICIPAL PROPERTY MAINTENANCE	205
3.10.16	TOWN AND COMMUNITY HALLS (INCLUDING PROPERTY AND LEGAL)	208

CHAPTER 4 –ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1	INTRODUCTION	212
4.2	MUNICIPAL PERSONNEL	212
4.3	MANAGING THE MUNICIPAL WORKFORCE	215
4.3.1	HR POLICIES AND PLANS	215
4.3.2	INJURIES, SICKNESS AND SUSPENSIONS	217
4.3.3	PERFORMANCE REWARDS	218
4.4	CAPACITATING THE MUNICIPAL WORKFORCE	218
4.4.1	INTRODUCTION	218
4.4.2	SKILLS DEVELOPMENT AND TRAINING	218

4.5	MANAGING THE WORKFORCE EXPENDITURE	221
4.5.1	INTRODUCTION	221
4.5.2	EMPLOYEE EXPENDITURE	221
CHAPTER 5 – FINANCIAL PERFORMANCE		
5.1	INTRODUCTION	223
5.2	STATEMENTS OF FINANCIAL PERFORMANCE	223
5.2.1	INTRODUCTION	223
5.2.2	STATEMENTS OF FINANCIAL PERFORMANCE	224
5.2.3	GRANTS	228
5.2.4	ASSET MANAGEMENT	230
5.2.5	FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS	231
5.3	SPENDING AGAINST CAPITAL BUDGET	232
5.3.1	INTRODUCTION	232
5.3.2	CAPITAL EXPENDITURE	232
5.3.3	SOURCES OF FINANCE	232
5.3.4	CAPITAL SPENDING ON 5 LARGEST PROJECTS	233
5.3.5	BASIC SERVICE AND INFRASTRUCTURE BACKLOGS OVERVIEW	233
5.4	CASH FLOW MANAGEMENT AND INVESTMENTS	234
5.4.1	INTRODUCTION	234
5.4.2	CASH FLOW	234
5.4.3	BORROWING AND INVESTMENTS	235
5.4.4	PUBLIC PRIVATE PARTNERSHIPS	237
CHAPTER 6 –AUDITOR GENERAL AUDIT FINDINGS		
6.1	INTRODUCTION	238
6.2	AUDITOR-GENERAL OPINION (PREVIOUS YEAR)	239
6.2.1	AUDITOR GENERAL REPORTS	239
6.3	AUDITOR-GENERAL OPINION (CURRENT YEAR)	240
6.3.1	AUDITOR GENERAL REPORTS	240
GLOSSARY		242
APPENDICES		244

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1. MAYOR’S FOREWORD



It is my privilege to present the 2018/2019 Annual Report of Swartland Municipality – a municipality that has once again performed admirably despite the continued difficult economic climate as well as the complex social environment in which local government has to operate at present.

Swartland Municipality has once again made good progress towards the fulfilment of its vision of *hope and dignified life for all people*.

Swartland Municipality acknowledges its commitment to include the local community to participate in the affairs of the municipality. Therefore the municipality engaged through a number of platforms when it comes to municipal affairs i.e. ward committee meetings, Swartland Municipal Advisory Forum and one on one engagements with stakeholders. However, Swartland believes that it can still improve its ‘policy performance’ and the delivery thereon by working more closely with citizens, communities, civil society organizations, interest groups, businesses and other stakeholders.

It has not been an easy task, particularly as the frustrations of communities regarding matters over which municipalities have no control, such as inadequate National Government funding for human settlement projects, are directed at municipalities as the sphere of government closest and most accessible to the communities. The Municipality experienced

the second highest in-migration in the Western Cape, at an annual rate of 4.7%. Population wise (133 762 in 2016) Swartland Municipality is now the sixth largest municipality in the Western Cape and the largest in the West Coast District.

We have implemented the 2nd year of the 2017-2022 IDP during the 2018/2019 financial year, and there are five strategic goals on which we have focused, namely:

PEOPLE: Improve quality of life for citizens

ECONOMY: Inclusive economic growth

ENVIRONMENT: Quality and sustainable living environment

INSTITUTIONS: Caring, competent and responsive institutions, organisations and businesses

SERVICES: Sufficient, affordable and well-run services

Key performance indicators and targets were assigned to each of the strategic goals, which include service delivery improvements throughout the Swartland area. These indicators have been measured and monitored on a monthly basis throughout the year and all related information was captured on an electronic performance management system.

According to the independent report on the state of local government finances and financial management issued by Ratings Africa in 2018, Swartland achieved a sustainability index score of 75% (2017 = 71%) which indicates an improvement on a year to year basis.

1. Financial Sustainability Index

	2014	2015	2016	2017	2018
Operating performance	27	29	40	71	72
Liquidity management	98	98	98	99	99
Debt governance	58	64	69	77	76
Budget position	52	59	70	76	90
Financial profile	65	68	74	84	86
Affordability	58	56	56	56	56
Infrastructure development	51	50	45	38	48
Sustainability Index score	62	63	66	71	75

Swartland strengthened its financial stability and improved its score from 61% in 2013 to 86% in 2018 to become one of the leading municipalities in South Africa.

We are proud to say that all our Strategic documents have been aligned with Provincial and National Government policies and directives, namely:

- Sustainable Development Goals (United Nations General Assembly)
- National Development Plan
- Integrated Urban Development Framework
- Medium-Term Strategic Framework
- Back to Basics Approach
- Western Cape Provincial Strategic Plan (2014-2019)
- Western Cape Provincial Spatial Development Framework
- West Coast District IDP

Annual Report for 2018/2019

The Municipality continued to set an example of good and responsible financial management and again performed well in 2018/2019. It maintained the good liquidity levels of the previous year and ended the year with a cash surplus of R64.5 million after the exclusion of non-cash transactions.

One of the most important contributors to a municipality's financial health is how well its ratepayers and customers pay their municipal accounts. Without adequate revenue, not even the most basic services can be rendered properly, nor can infrastructure such as roads and electricity, water and sewerage networks be maintained or upgraded.

These results are the outcome of good financial management and indicative of a good culture of payment and citizens taking joint accountability for local government. I would like to thank our Councillors for helping to instil this culture of payment in our communities.

The Municipality has done well in terms of basic service delivery. 100% of the registered urban residential properties have access to minimum service delivery levels or above. There are therefore some informal sites and backyard dwellers that do not have formal access to services.

The Municipality continued to support registered indigent and poor households in the form of a monthly subsidy on their household accounts to cover the basic fees with regard to sewerage (R217.97 pm), refuse removal (R123.38 pm), water (R134.84 pm) and electricity (R52.57). Indigent households received 50 kWh of free electricity, 6 kl of water per month, free refuse removal per month, free access to sanitation and free rates if the value of the property is less than R95 000.

Vandalism and theft is unfortunately also a growing problem in parts of the municipal area and is costing the Municipality a substantial amount annually. The time has come for a major educational drive to address this problem and to convince communities that vandalism is to their own detriment. The assistance and co-operation of ward councillors and ward committee members can be invaluable in this regard.

An extensive range of programmes and projects were carried out in the field of social development in 2018/2019. Programmes were implemented according to the six focus areas of the Swartland Social Development Policy and Strategy of 2013, focussing on early childhood development (ages 0-6), child development (ages 7-14), youth development (ages 14-35), collaboration and co-ordination, access to economy and vulnerable groups.

The Provincial Department of Environmental Affairs and Development Planning selected Swartland Municipality to participate in the Regional Socio Economic Programme (RSEP). RSEP is an urban upgrading project that is currently being implemented in wards 8-11 (Malmesbury) with a focus on crime prevention, community participation and infrastructural upgrades. Extension of the RSEP is planned for Darling that will start in the 2019/2020 financial year.

An extension of the RSEP is planned for Darling that will start in the 2019/2020 financial year.

The Swartland Community Indoor and Outdoor Sport Centre was officially opened on 17 May 2019. The total project cost was R25 million and was funded mainly by *Hope Through Action*, a British institution which aims to assist marginalised communities with recreational facilities. Other funders were the Western Cape Government through the RSEP, Afrisam and Swartland Municipality.

In respect of job creation, 334 job opportunities were created through the Municipality's registered Expanded Public Works Programme (EPWP) projects in the 2018/2019 financial year. 183 jobs were also created through the Municipality's own capital projects (contracts greater than R200 000).

A verification process carried out in conjunction with the Provincial Human Settlement Department showed that at the end of June 2019 there were 14 722 families waiting for houses.

There is a continuous stream of new arrivals at informal settlements in Swartland and it is often they who are the most militant in their demands for housing.

I would like to conclude by thanking my fellow-councillors as well as the management for keeping Swartland Municipality at the forefront of service delivery, management excellence and dedication. Thank you also for your loyal support and for remaining positive.

ALDERMAN Tijmen van Essen
EXECUTIVE MAYOR

1.2. EXECUTIVE SUMMARY

1.2.1 MUNICIPAL MANAGER'S OVERVIEW



The operating environment for municipalities has been difficult and complex for several years now and the 2018/2019 financial year was no less challenging than the preceding years. However, I believe that we can once again look back on another good year with some notable achievements. The Municipality performed well overall and detailed information can be obtained elsewhere in this annual report. I would, however, like to highlight the following:

AUDIT:

The Municipality has up to the 2016/2017 financial year achieved seven clean audits, which confirms its reputation as one of the best managed municipalities in South Africa. This in itself speaks to and is proof of the dedication of management and personnel to meet and maintain high standards of performance at all times. The late submission of the Annual Financial Statements (AFS) for the year 2017/18 resulted in Swartland Municipality obtaining an unqualified audit with one matter. The failure to submit the Annual Financial Statements on or prior to the deadline of 31 August 2018 was not due to internal control deficiencies, or a breakdown in controls but beyond the control of Management and an isolated incident. For the Year 2018/2019 Swartland Municipality received an unqualified audit.

FINANCIAL HEALTH:

The Municipality has completed another year of improved service delivery without negatively impacting liquidity in the context of being able to fund operations and sustainably contributing to its reserves to fund future capital expansion and refurbishment. It ended the 2018/2019 year by improving on financial sustainability with a cash surplus of R64.5million before contributing to the capital replacement reserve, a prerequisite for effective and sustained service delivery.

An excellent cash position was achieved with the improved current ratio result of 5.15: 1 for the year under review compared to the achievement of 4.20: 1 in 2017/2018, which illustrates management’s capacity to apply and influence sound financial and governance principles.

The Capital Replacement Reserve which is a cash-backed reserve established to enable the Municipality to finance future capital expenditure, amounted to R191.8 million at 30 June 2019, compared to R181.1 million at 30 June 2018 and R142.5 million as at June 2017.

Outstanding external loans amounted to R129.6 million at the end of the 2019 financial year, compared to R140.3 million at 30 June 2018 .

Personnel costs as a percentage of total expenditure amounted to less than 30.4% in 2018/2019, compared to 32.92% in 2017/2018. This is well within the national norm of between 25 to 40% and shows that personnel costs were well under control. The challenge is to keep this under control with the increasing demand of expectations regarding improved service delivery.

Total operating income increased by 8.63% from R728.3 million in 2017/2018 to R791.1 million at 30 June 2019. The increase in operating expenditure was 13.49% to R672.1 million over the same period.

Operating expenditure versus budget for the year under review amounted to 98.4%, whilst 89.3% of the capital budget was spent. The latter is on standard for Swartland Municipality, as the average for the five years was 92.28%.

LOCAL ECONOMIC DEVELOPMENT:

The GDP growth of Swartland averaged 2.6% per annum over the period 2008-2017.

The three largest sectors in the Swartland area according to the GDP contribution, 2017 (SEP, 2019) were as follows:

1. Manufacturing (24.5%)
2. Wholesale and retail trade (17.4%)
3. Agriculture, forestry and fishing (16.1%)

The three largest sectors in the Swartland area according to the employment contribution, 2017 (SEP, 2019) were as follows:

1. Agriculture, forestry and fishing (29.3%)
2. Wholesale and retail trade (19.9%)
3. Community, social and personal services (12.9%)

SERVICES:

The five largest capital projects for 2018/2019 were:

- Upgrading of roads and sidewalks (R14.0 million)
- New reservoir Wesbank (R11.6 million)
- Bulk sewer De Hoop Development (R7.3 million)
- Indoor outdoor sport centre (R5.0 million)
- Housing - Riebeek Kasteel Serviced Sites Project (R4.8 million)

Electricity losses were 5.62% for the rolling 12 months 2018/2019, compared to 5.86% in 2017/2018.

Water losses were 16.65% for the rolling 12 months 2018/2019, compared to 18.97% in 2017/2018.

During the 2018/2019 financial year 13.5 km of roads was resealed. A total of 923 potholes were repaired. It is noted that future spending on the resealing of roads must be increased in order to maintain the asset to an acceptable standard.

PLANNING AND DEVELOPMENT

A total of 1125 building plan applications to the value of 571 million were approved in 2018/2019, compared to 962 building plans applications to the value of R570 million in 2017/2018 - a slight increase in total value. The average building plan approval timeframe was reduced from more than 70 days in 2009 to 18 days in 2017/2018 and to 12 days in 2018/2019. The Riebeek West housing project of 229 units is included in the amounts and values.

IMPROVING ORGANISATIONAL MANAGEMENT AND PERFORMANCE

The Municipality once again performed well in terms of its Performance Management System and Service Delivery and Budget Implementation Plan (SDBIP), showing that it is a results-oriented organisation. 292 indicators for the Municipal Manager and Directors were measured during the year of which 13 were General KPI's in terms of the Municipal Planning and Performance Management Regulations of 2001, 63 were indicators from the IDP and 216 were generic and other indicators. These results are reported on in Chapter 3 of this Report and reasons are given for the indicators that were rated lower than 3.

The following top ten risks of the municipality have been identified for which management action plans are indicated in the Risk Register and IDP:

- Security of water supply
- Land invasion, Informal settlements and backyard dwellers increasing pressure on municipal structure services
- Urbanisation placing increased demand on housing resources
- Ageing and poorly maintained infrastructure
- Lack of capacity in respect of infrastructure
- Decrease in Law compliance and Community safety

- Insufficient information for potential developers to invest in Swartland (choose to invest elsewhere / Prevention of poverty Job creation / attract and retain skilled workers / reduced unemployment)
- No developments of networks and support centres addressing common needs to help businesses implement new technologies and business practises
- Insufficient preparation for disasters
- Expansion in waste, pollution, road congestion and increasing pressure on existing infrastructure

CHALLENGES OF THE 2018/2019 FINANCIAL YEAR:

The most important challenge was to maintain the high levels of service delivery which have become a hallmark of this Municipality while at the same time keeping it affordable for our ratepayers and users of services in the continued difficult economic climate.

The presence of informal settlements continued to impact on the percentages of households that could not be provided with minimum levels of service, often because they were inaccessible or situated too far from bulk infrastructure services to be connected.

There appeared to be a growing unhappiness with regard to housing matters especially with the reduction of the age limit from 40 years to 35 years. The challenge was to improve the community's understanding of the responsibilities of the various spheres of Government with regard to the provision of housing as well as certain basic services. Ward councillors as well as ward committee members had an important role to play in this regard.

IN CONCLUSION:

I am pleased to report that the management team of Swartland Municipality is well settled. I could rely on a loyal and hard-working personnel corps in the year under review. I would therefore like to thank all for having helped to make 2018/2019 another success.

I would again like to thank Council, and in particular the Executive Mayor, the Executive Deputy Mayor, the Speaker, the Mayoral Committee and the chairpersons of the Portfolio Committees for their support and positive leadership. This has helped to create an environment in which my team and I could stay focused on service delivery and overcoming difficult challenges that came our way.

Joggie Scholtz
MUNICIPAL MANAGER

1.2.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

(a) Population Details (2016 Community Survey)

Age Category	Male	Female	Total
Age: 00 - 04	6 095	6 349	12 444
Age: 05 - 09	5 714	5 828	11 542
Age: 10 - 19	11 062	11 141	22 203
Age: 20 - 29	11 792	11 483	23 275
Age: 30 - 39	10 165	10 455	20 620
Age: 40 - 49	9 359	8 629	17 988
Age: 50 - 59	6 838	6 707	13 545
Age: 60 - 69	3 817	4 094	7 911
Age: 70 +	1 601	2 634	4 235

(b) Households and poor households (2016 Community Survey)

Total Number Of Households	Households Earning Less than 2X State Pension Grant +10%
39 139	8 923

(c) Socio Economic Status

Year	Housing backlog as proportion of current demand	Unemployment Rate	Proportion of households with no income	Proportion of formally employed in low-skilled employment	Total registered patients receiving ART treatment	Illiterate people older than 14 years
2016 (CS)	14 607	10.40%	10.40%	49.97%	2 337	22.00%

(d) Economic Performance

Swartland contributed 27.1% to the West Coast District's GDPR in 2016. The GDPR growth of Swartland averaged 2.9% per annum over the period 2006 to 2016. This is marginally above the average of the District (2.7%).

GDPR contribution per sector - 2016

Sector	%
Finance, insurance; real estate and business services	9.6
Manufacturing	22.9
Agriculture, forestry and fishing	15.9
Wholesale and retail trade, catering and accommodation	17.5
General government	11.5
Construction	5.7
Transport, storage and communication	7.5
Community, social and personal services	6.9
Electricity, gas and water	2.3
Mining and quarrying	0.2
Total	100.0

Source: Swartland Socio-economic Profile, 2017

(e) Overview of Neighbourhoods within Swartland (2016 Community Survey)

Town	Households	Population
Abbotsdale	1 510	6 240
Chatsworth	1 380	5 980
Darling	3 000	12 370
Ilinge Lethu and Saamstaan	4 700	22 210
Kalbaskraal	790	3 470
Koringberg	320	1 810
Malmesbury	3 160	11 139
Moorreesburg	4 600	18 643
Other Urban Settlements	150	604
Riebeek Kasteel and Esterhof	1 810	8 465
Riebeek West and Ongegund	1 470	7 830
Riverlands	540	2 300
Swartland NU	11 879	16 471
Wesbank	2 880	14 060
Yzerfontein	950	2 170
TOTAL	39 139	133 762

(f) Natural Resources

Major Natural Resource	Relevance to community
Water Resource	
Agriculture	15.9% contribution to GDP
Mining	0.2% contribution to GDP
Heritage	14.7%
Conservation Areas	

(g) Comment on background data

None

1.2.3 SERVICE DELIVERY OVERVIEW

(a) Introduction

Basic Services were delivered to a total of 20 762 households as at 30 June 2019, which were delivered as follows:

- Water - 20 984 households
- Electricity - 18 316 households
- Sanitation - 19 265 households
- Refuse removal - 20 526 households

Out of these 20 762 households, free basic services were delivered to a total of 8 923 indigent household in the following manner:

- Electricity - 50 kWh free
- Water - 6 kl free
- Sanitation - per month levy
- Refuse removal - per month levy for one removal per week

(b) Proportion of poor households with access to basic services (current year)

Service	Access To Free Services	Free Access Percentage
Electricity Distribution	7 930	88.87%
Rates Services	7 973	89.35%
Refuse Removal	8 746	98.02%
Sewerage Services	8 435	94.53%
Water Services	8 923	100.00%

1.2.4 FINANCIAL HEALTH OVERVIEW**(a) Introduction**

The municipality is currently still in a healthy financial position but good financial management practices and the effect of cost pressures on financial resources requires a continuous evaluation of the financial position of the municipality. These cost pressures include the maintenance of the ageing infrastructure, as well as items beyond the control of the municipality, such as the effect of Eskom increases and the **15.26%** increase of bulk water purchases as well as the collective agreements on employee related costs of **7%**. Total revenue for the year amounts to **R 789.4m** while operating expenditure amounts to **R 674.6m**, with the budgeted surplus being **R 114.7m**.

The Municipal Finance Management Act 2003, together with the implementation of Generally Recognised Accounting Practices (GRAP) in local government, shifted the focus from the traditional "short-term balanced Income and Expenditure budgets" to sustainability over at least the medium term with emphasis on cash-funding. The municipality closed the financial year with more cash than the previous financial year and must still put controls in place to ensure that cash recourses do not deplete. The demand for infrastructure investment, and especially the replacement of ageing infrastructure, requires a significant amount of cash, and the municipality identified the preservation of its cash resources while also attending to the investment requirements, as a critical strategic area to be addressed in each future budget.

The population growth in the municipal area is amongst the highest in the Western Cape, standing on 133 762 according to the 2016 community survey. Naturally that requires additional capital infrastructure, as well as an increased demand for services. In terms of the Constitution, local government is entitled to its fair share of revenue raised nationally. This is being distributed in the form of an Equitable Share to all municipalities. With the population growth and increased unemployment, Swartland's Equitable Share households also increases.

A benchmarking tool was developed for Municipalities, which they can use to measure itself against set benchmarks and against its peers, in order to continuously improve and to ensure financial viability. Below is a summary of the key benchmarks and the municipality's results for the financial year.

(b) Ratios

Viability Information	Indicative Benchmark	Results for Swartland Municipality	
		Current Year	Previous Year
Asset Test Ratio	2 : 1	5.13 : 1	4:1
Payment Level (Excluding write-off of bad debts)	>95%	89.01%	101.00%
Cash Generated from Operations	20%	17.58%	27.70%
Purchase of PPE as % of Cash Generated	100	63.73%	46.82%
Cost Coverage (months)	>4	9	9
Debtors Turnover (days) (Before impairment)	<75	30	58
Long-term debt as % of Revenue	<40%	14.94%	17.99%
Debt servicing cost to Revenue	5%	3.71%	4.72%
Short-term debt as % of Cash	50%	23.38%	14.81%
Cash Funded Budget over MTREF	100%	100%	100%

From the above it is clear that the municipality equals or exceeds the benchmarks in nearly all areas and is on the right track in managing its financial resources, with the only real concern the amount of Property, Plant and Equipment purchased which exceeds the amount of cash generated by operations and will force the management team to cut back on only the most important core service delivery infrastructure. Some areas, however, indicate a decline against the previous year and will be continuously monitored and strategies developed to ensure acceptable levels.

(c) Financial Overview - 2018/2019

Description	Original Budget	Adjustment Budget	Actual
Grants	R169 160 177	R164 539 924	R175 931 589
Taxes, Levies and tariffs	R487 713 881	R489 221 470	R521 940 983
Other	R77 756 024	R100 457 469	R91 592 570
Income	R734 630 082	R754 218 863	R789 465 142
Less Expenditure	R686 703 502	R683 022 510	R674 688 417
Net Total	R47 926 580	R71 196 353	R114 776 725

(d) Operating Ratios

Expenditure Type	Ratio
1 Employees	30.11%
2 Contrated Services	12.79%
3 Other	57.10%

(e) Comment on operating ratios

Total expenditure is **1.03%** under budget, mainly as a result of expenditure that realised lower than anticipated due to the new mSCOA changes that had an effect on the following examples:

- Other materials – Water inventory consumed and Fuel: Vehicles realised lower than anticipated;
- Transfers and subsidies was not paid due to the fact that beneficiaries are required to submit audited financial statements in order for SM to pay out these funds;
- Operational Cost - Expenditure realised lower than anticipated due to several line- items that have been underspent.

Total revenue is **4.5%** over budget, mainly due to Property rates and Service charges that was more than the budget, Conditional Grants and Subsidies that was not budgeted in the operating budget and operational revenue that was more than the budget.

Employee costs (including Councillors Remuneration) represent **30.23%** of total operating expenditure, which is in line with expected norms set by the National Treasury. Should depreciation and bulk purchases be excluded from expenses, the employee cost as a percentage of operating expenditure is **51.73%**, which is well above the benchmark.

Repairs and Maintenance costs represents **8.04%** of total operating expenditure. This is in line with National Treasury's expected norm of **8%**. Should depreciation and bulk purchases be excluded from expenses, the repairs and maintenance as a percentage of operating expenditure is **13.76%** which is above the National Treasury's expected norm.

Depreciation charges are well above the average as a result of the deemed cost approach as described in the financial overview above. Various discussions were held in this regard and it was decided to stay on the current method of calculating for only that portion that is affordable by the community to contribute to the CRR in cash.

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. It also improves understand ability for councillors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from "Ratepayers and other" to be provide for as cash inflow based on actual performance. In other words the actual collection rate of billed revenue, and

- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Swartland's cash coverage remained unchanged at **9 months** compared to the previous financial year, which is well above the benchmark of between 1 to 3 months, keeping in mind that Unspent conditional grants, Depreciation and Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets are excluded.

(f) Total Capital Expenditure

Original Budget	Adjustment Budget	Actual Expenditure
R83 751 385	R101 860 331	R92 031 189

(g) Comment on capital expenditure

Expenditure on the capital budget was underspent by **9.65%**. The main reasons amongst other were the following:

- Because of the nature and approval of housing projects in Riebeek-Kasteel, it resulted in underspending.
- The R 2.9 million expenditure of the Rehabilitation of Riebeek Wes Dumping Site project was not capitalised as a provision was created.
- The underspending includes the non-cash year-end transactions amounting to R 5 378 853 that are not budgeted for.

1.2.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets.

1.2.6 AUDITOR GENERAL REPORT

Follows on the next page.

Report of the auditor-general to the Western Cape Provincial Parliament and the council on the Swartland Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of Swartland Municipality set out on pages 4 to 96, which comprise the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, statement of cash flows and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Swartland Municipality as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act no. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2018 (Act no. 1 of 2018) (Dora).

Basis for the opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants*, and parts 1 and 3 of the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA codes), as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

7. As disclosed in note 57 to the financial statements, the corresponding figures for 30 June 2018 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2019.

Material impairments

8. As disclosed in note 4 to the financial statements, the municipality provided for the impairment of receivables from non-exchange transactions, relating to fines, of R29,6 million (2017-18: R39,4 million).

Material write-offs

9. As stated in the statement of financial performance, bad debts of R32,7 million (2017-18: R11,9 million) was approved and written off by the council. Of this, 90% (2017-18: 56%) relates to traffic fines that were either written off or reduced.

Underspending of the vote (directorate)

10. As stated in the statement of comparison of budget and actual amounts, the municipality materially underspent the civil services vote budget by R18,1 million.

Underspending of conditional grants

11. As stated in the note 17 to the financial statements, the municipality materially underspent conditional grants by R10,7 million (2017-18: R6,1 million).

Other matters

12. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited supplementary schedules

13. The supplementary information set out on pages 99 to 106 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them

Unaudited disclosure notes

14. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

15. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
16. In preparing the financial statements, the accounting officer is responsible for assessing the Swartland Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

17. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
18. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

19. In accordance with the Public Audit Act of South Africa, 2004 (Act no. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for the selected objective presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
20. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

21. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objective presented in the annual performance report of the municipality for the year ended 30 June 2019:

Objective	Pages in the Annual Report
Strategic goal 5 – Sufficient, affordable and well-run services	43 – 44

22. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
23. I did not raise any material findings on the usefulness and reliability of the reported performance information for this objective.

Other matter

24. I draw attention to the matter below.

Achievement of planned targets

25. Refer to the Annual Report on pages 43 to 44 for information on the achievement of planned targets for the year.

Report on the audit of compliance with legislation

Introduction and scope

26. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
27. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

28. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, revenue, expenditure and disclosure identified by the auditors in the submitted financial statements were subsequently corrected and the supporting

records were provided subsequently, resulting in the financial statements receiving an unqualified opinion.

Other information

29. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report, which includes the audit committee's report. The other information does not include the financial statements, the auditor's report and the selected objective presented in the annual performance report that has been specifically reported in this auditor's report.
30. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
31. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objective presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
32. I have nothing to report in this regard.

Internal control deficiencies

33. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiency that resulted in the finding on compliance with legislation included in this report:
- Management's internal controls and processes over the preparation and presentation of financial statements were not adequate to ensure that the financial statements were free from material misstatements, which resulted in material non-compliance with section 122(1) of the MFMA.

Auditor - General

Cape Town
29 November 2019



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for the selected objective and on the municipality’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:
 - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality’s internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
 - conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Swartland Municipality’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a municipality to cease continuing as a going concern.
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

1.2.7 STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year’s Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Municipality submits draft Annual Performance Report including consolidated annual financial statements to Auditor General	August
5	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
6	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September - October
7	Municipalities receive and start to address the Auditor General’s comments	January - February
8	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General’s Report	
9	Audited Annual Report is made public and representation is invited	
10	Oversight Committee assesses Annual Report	March
11	Council adopts Oversight report	
12	Oversight report is made public	
13	Oversight report is submitted to relevant provincial councils	
14	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	

CHAPTER 2 – GOVERNANCE

2.1 INTRODUCTION

Governance is seen by Swartland Municipality as the exercise of economic, political and administrative authority to manage the municipality's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. To ensure good governance, which is – among other things – participatory, transparent and accountable – the Municipality views the four components dealt with in this Chapter as interrelated and mutually reinforcing.

2.2 POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.2.1 INTRODUCTION

Section 151(3) of the Constitution states that the council of a municipality has the right to govern, on its own initiative, the local government affairs of the local community. Political governance is the process of decision-making to formulate policy, whereas administrative governance is the system of policy implementation.

Swartland Municipality strives towards achieving the following characteristics of efficient government in both the above legs of governance: •Participation; •Rule of law; •Transparency; •Responsiveness; •Consensus orientation; •Equity; •Effectiveness and efficiency; •Accountability; and •Strategic vision.

2.2.2 POLITICAL GOVERNANCE

(a) Introduction

Swartland Municipality has a mayoral executive system combined with a ward participatory system, whereby executive leadership vests in the executive mayor who is assisted by a mayoral committee. In terms of delegation, all legislative powers vest in the executive mayor, except for those listed by law for exclusive decision-making by the full council.

Recommendations on their respective portfolios are made for consideration to the executive mayor by four committees, appointed in terms of section 79 of the Structures Act, 1998, i.e. committees dealing with matters relating to (1) Municipal Manager, Administration and Finance, (2) Technical (Civil and Electrical) Services, (3) Development Services and (4) Protection Services.

Ward committees for each of the twelve wards within the municipal area contribute by advising the municipality on matters affecting the respective wards.

The Performance and Risk Audit Committee provides opinions and recommendations on the overall control environment, financial processes and performance to Council, and also provides comments to the Municipal Public Accounts Committee (MPAC) on the Annual Report.

Swartland Municipality has established a Municipal Public Accounts Committee (MPAC) as an oversight committee, comprised of non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report. The Municipal Public Accounts Committee's (MPAC) report will be published separately in accordance with MFMA guidance.

(b) Political structure

MAYOR



Ald T van Essen

DEPUTY MAYOR



Ald MSI Goliath

SPEAKER



Clr M Rangasamy

MAYORAL COMMITTEE MEMBERS



Clr M Stemele



Clr R vd Westhuizen



Clr M van Zyl



Clr P Solomons

(c) Councillors

The Municipal Council of the Municipality has twenty three councillors, as determined by the Provincial Minister, of which twelve are ward councillors and eleven are proportionally elected councillors. Refer to Appendix A where a full list of councillors can be found. Also refer to Appendix B which sets out committees and committee purposes.

(d) Political decision-taking

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined. The section below is based on the Section 53 role clarification that was approved at the council meeting of May 2016.

■ **Municipal Council**

- governs by making and administering laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;

- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councillors or officials;
 - can delegate responsibilities and duties for the purposes of fast and effective decision making;
 - must strive towards the constitutional objects of local government;
 - must consult the community with respect to local government matters; and
 - is the only decision maker on non-delegated matters such as the approval of the IDP and budget.
- **Executive Mayor**
- is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee;
 - is the social and ceremonial head of the Municipality;
 - must identify the needs of the Municipality and must evaluate progress against key performance indicators;
 - is the defender of the public's right to be heard;
 - has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
 - performs the duties and exercise the responsibilities that were delegated to him by the council.
- **Mayoral Committee**
- its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
 - its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee;
 - its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Executive Mayor"; and
 - the committee has no powers of its own – decision making remains that of the Executive Mayor.

2.2.3 ADMINISTRATIVE GOVERNANCE

(a) Introduction

By law, the Municipal Manager automatically is the head of administration as well as the accounting officer. The Municipal Manager has extensive statutory and delegated powers and duties, as well as powers and duties that can be inferred from such statutory and delegated powers and duties.

The Municipal Manager is, amongst others, responsible –

- for the formation and development of an economical, effective, efficient and accountable administration;
- to ensure that the municipal "machine" operates efficiently, that the organizational structure is able to perform the various tasks and exercise the necessary controls;
- to fulfil a leadership role in the administration; this is of utmost importance to influence the actions of staff and to inspire and persuade them to work together to realize the municipality's goals;
- for the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan;
- for the financial responsibilities as accounting officer as determined by the MFMA.

The Municipal Manager is the chief adviser of the municipality and must advise the political structures and political office-bearers of the municipality. The Municipal Manager must see to the carrying out of the decisions of the political structures and political office-bearers of the municipality. The Municipal Manager must facilitate participation by the local community in the affairs of the municipality and must also develop and maintain a system whereby community satisfaction with municipal services is assessed.

The Swartland Municipality adopted an Integrated Development Plan for 2017-2022 with the following five strategic goals:

Annual Report for 2018/2019

- PEOPLE - Improved quality of life for citizens;
- ECONOMY - Inclusive economic growth;
- ENVIRONMENT - Quality and sustainable living environment;
- INSTITUTIONS - Caring, competent and responsive institutions, organisations and business; and
- SERVICES - Sufficient, affordable and well-run services.

The IDP strategic goals, objectives, initiatives, key performance indicators and annual targets are clearly linked with the annual budget and the Municipality's performance system. These linkages make it possible for the management team to work towards achieving the objectives and outcomes of the Municipality.

The Municipal Manager of a municipality is the accounting officer of the municipality and must provide guidance to political structures; political office bearers, and officials of the municipality.

(b) Top administrative structure

MUNICIPAL MANAGER



Joggie Scholtz

DIRECTORS

FINANCIAL SERVICES



Mark Bolton

CORPORATE SERVICES



Madelaine Terblanche

CIVIL ENGINEERING SERVICES



Louis Zikmann

ELECTRICAL ENGINEERING SERVICES



Roelof du Toit

DEVELOPMENT SERVICES



Jo-Ann Krieger

PROTECTION SERVICES



Philip Humphreys

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on National level:

- SALGA meetings

2.3.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on Provincial level:

- SALGA meetings
- MinMayTech
- MinMay
- Premiers Coordinating Forum
- Municipal Managers Forum

2.3.3 DISTRICT INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on District level:

- DCFTech
- DCF

2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4.1 PUBLIC MEETINGS

(a) Communication, participation and forums

Public participation in Swartland is done in a **structured** way. The directive from national government on how community participation should be structured is the ward committee system. Most of the liaison with communities is done through ward committee meetings.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups is done mainly through the Swartland Municipal Advisory Forum (SMAF).

The Municipality also communicates through a well-structured website www.swartland.gov.za as well as its Facebook Page www.facebook.com/SwartlandMunicipality.

Public Meetings					
Nature and purpose of meeting	Date of meeting	Number of participating municipal councillors	Number of participating municipal administrators	Number of community members attending	Dates and manner of feedback given to the community
Chatsworth HDA Housing POA meeting	2018-07-05	0	0	0	<<NoData>>
Chatsworth HDA POA meeting	2018-07-05	0	2	6	Discussion on POA
RSEP - Darling Community Meeting	2018-07-18	2	3	25	Feedback and Planning of projects on 18 July 2018
Chatsworth Housing Area Committee Meeting/ HDA	2018-08-03	0	1	5	Discussing HDA Power of Attorney
Phola Park Title deeds handover	2018-08-06	0	0	0	<<NoData>>
Phola Park title deeds handover	2018-08-06	1	2	57	Discussed Title deed handover
RSEP - Malmesbury Executive Council of Stakeholders Meeting	2018-08-21	3	3	3	Discussed Projects of RSEP on 21 August 2018
LDAC Meeting	2018-09-26	0	1	7	Feedback and planning of LDAC projects on 26 September 2018
Sibanye committee meeting housing	2018-10-02	1	2	14	Discussing USP project
Interaction with Minister of HS and community of Kalbaskraal	2018-10-10	2	4	151	Interaction after community protest action
Swartland Social Development Forum Meeting	2018-10-16	1	4	10	Discussed Projects of SSDF on 16 October 2018
Constitution of Kalbaskraal Community PSC meeting	2018-10-18	0	3	6	Constitute Project Steering committee
Swartland Social Development Forum Meeting	2018-12-04	3	3	3	Discussed Projects of RSEP on 21 August 2018
Community Work Programme Meeting	2019-02-07	4	2	9	Discussed CWP placements on 7 February 2019
RSEP: Malmesbury Meeting	2019-02-20	7	3	39	Feedback on RSEP projects on 20 February 2019

(b) Ward committees

Section 152(1)(e) of the Constitution of the Republic of South Africa, read with sections 72 to 78 of the Structures Act, gives a direct mandate to municipalities to encourage the involvement of communities and community organisations in matters of local government and to establish community participatory systems.

Sections 8(g and h), 9(f) and 72 of the Structures Act, authorise municipalities to establish ward participatory systems as mechanisms to enhance participatory democracy in local government.

A ward committee is an advisory body of the community. A ward committee serves as the official public participatory structure of the Municipality and must as such –

- (a) assist the ward councillor in identifying challenges and needs of residents;
- (b) disseminate information in the ward concerning municipal affairs such as the budget, the integrated development plan (IDP) and service delivery options;
- (c) obtain inputs from residents regarding municipal affairs such as the budget, the integrated development planning and service delivery options;
- (d) receive queries and complaints from residents concerning municipal service delivery; and
- (e) interact with other forums and organisations on matters affecting the ward.

It was important to establish a ward committee for each of the twelve wards as soon as possible after the August 2016 elections. Thereafter much time was spent on induction, specifically on the Rules and Procedures for ward committees, the IDP and budget process. Ward committee members had the opportunity to participate in the development of Area Plans for each ward, containing, amongst others, the five most important service delivery priorities for each ward.

2.4.2 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

2.5 CORPORATE GOVERNANCE

2.5.1 OVERVIEW

The King-report listed discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as primary characteristics of good governance. These traits have to be evident in municipal operations from the municipal council at the top to departmental staff at the bottom.

Corporate governance is the system by which municipalities/companies are directed and controlled and is essentially for effective leadership. Leaders need to define strategy, provide direction and establish the ethics and values that will influence and guide practices and behaviour with regard to sustainability performance. The framework of rules and practices ensures accountability, fairness, and transparency in a municipality's relationship with its stakeholders (financiers, customers, suppliers, management, employees, government, and the community).

2.5.2 INTERNAL AUDIT

An Internal Audit Activity (IAA) exists within Swartland Municipality under the control and direction of the Performance and Risk Audit Committee. The purpose of Internal Audit is to provide an independent, objective assurance and consulting services designed to add value and improve the municipality's operations. The IAA helps Swartland Municipality accomplish its objectives by bringing a systematic, risk-based, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes. Furthermore, the IAA reports on matters relating to:

- Safeguarding of assets
- Internal Control
- Compliance with laws, regulations, policies, accounting practices and contractual obligations
- Reliability and integrity of information
- Risk and risk management
- Performance Management.

The Manager Internal Audit follows a risk based audit approach whereby an annual audit plan is compiled and approved by the Performance and Risk Audit Committee. Included in the plan are special tasks or projects requested by Management and the Audit Committee. Reporting is done on a monthly basis to the Municipal Manager regarding the activities of the unit such as audits and investigations performed, audit findings not yet implemented and any other concerns. Quarterly Performance and Risk Audit Committee meetings are held where risk management, performance management, audit reports issued and performance against the audit plan are discussed.

2.5.3 RISK MANAGEMENT

Risk Management is one of management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic and formalised process to identify, assess, manage, monitor, report and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Swartland Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

Risk Assessments are conducted bi-annually by Internal Audit, as part of their consulting service to Management, through facilitating the process of identifying and assessing risk per Directorate to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas. Management informs Internal Audit immediately when

business processes change and/or when the severity of a risk area change due the increase or decrease in the likelihood rating for them to update the risk registers accordingly.

To mitigate the risks it is confronted with, Management implements control activities by establishing policies and appropriate procedures such as approvals, authorisations, segregation of duties, reconciliations and physical safeguards.

In addition, Internal Audit reports quarterly to the Performance and Risk Audit Committee on work performed and other operating measures that are of interest to the Audit Committee.

The following top five risks of the municipality have been identified for which management action plans are indicated in the IDP:

- Urbanisation placing increased demand on housing resources
- Ageing and poorly maintained infrastructure
- Land invasion, informal settlements and backyard dwellers increasing pressure on municipal infrastructure services
- Lack of capacity in respect of infrastructure
- Community safety and law compliance

2.5.4 ANTI-CORRUPTION AND FRAUD

Swartland Municipality subscribes to the principles of good corporate governance, which requires the conducting of business in an honest and transparent fashion. Consequently Swartland Municipality is committed to fight fraudulent behaviour at all levels within the organisation.

The Strategy is premised on the organisations core ethical values driving the business of Swartland, the development of its systems, policies and procedures, interactions with ratepayers, the public and other stakeholders, and even decision-making by individual managers representing the organisation. This means that in practice all departments and business units of Swartland and even external stakeholders must be guided by the Strategy as the point of reference for their conduct in relation to Swartland.

The policy of Swartland is zero tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies and procedures of Swartland.

It is the responsibility of all employees to immediately report all allegations or incidents of fraud and corruption to their immediate manager. All managers are responsible for the detection, prevention and investigation of fraud and corruption and must report all incidents and allegations of fraud and corruption to the Municipal Manager. The Municipal Manager will initiate an investigation into the matter. Should employees or any member of the public wish to report allegations of fraud and corruption anonymously, they can contact the Municipal Manager and/or the Internal Audit Unit directly or the Public Service Corruption Hotline on 0800 701 701.

Any fraud or corruption committed by an employee or any other person will be pursued by thorough investigation and to the full extent of the law, including (where appropriate) consideration of:

- In case of employees, taking disciplinary action within a reasonable period of time after the incident;
- Instituting civil action to recover losses;
- Initiating criminal prosecution by reporting the matter to the SAPS or any other relevant law enforcement agency; and
- Any other appropriate and legal remedy available.

Managers are required to ensure that losses or damages suffered by Swartland as a result of all reported acts committed or omitted by an employee, ratepayer or any other person are recovered from such an employee, ratepayer or other person if he or she is found to be liable for such losses.

Fraudulent and corruption awareness are done annually by means of newsletters, information notices with pay sheets and presentations by guest/specialist speakers. Policies, processes and systems are implemented by which the Municipality is directed, controlled and held to account with the trend towards greater corporate responsibility and the conduct of business within acceptable ethical standards. Transparency, accountability and openness are embedded in reporting and disclosure of information, both operational and financial to all stakeholders. Councillors' and Employees' work are governed by the municipality's rules, regulations and procedures and the Codes of Conduct for employees and Councillors to which they are expected to abide by, which includes guidelines on gifts, professional and personal behaviour and conflicts of interest. Segregation of duties exists within the procurement function and politicians are excluded from procurement and tender processes.

2.5.5 PERFORMANCE AND RISK AUDIT COMMITTEE

A combined Performance and Risk Audit Committee has been established and is functional. The overall responsibility of the committee is to assist Council members of Swartland Municipality in discharging their responsibilities relating to the safeguarding of assets, the operation of adequate and effective systems and control processes, the preparation of fairly presented financial statements in compliance with all applicable legal and regulatory requirements and accounting standards, and the oversight of the external and internal audit functions, as well as Performance- and Risk Management. The Performance and Risk Audit Committee is an advisory committee and not an executive committee and as such it must not perform any managerial functions or assume any management responsibilities. The Performance and Risk Audit Committee operates in accordance with their Charter which is approved by Council and is an independent function that excludes politicians and excludes officials as voting members.

2.5.6 SUPPLY CHAIN MANAGEMENT

The Supply Chain Policy of Swartland Municipality complies with the prescribed framework as set out in section 110-119 of the Municipal Finance Management Act, 2003. No shortfalls were identified regarding long term contracts.

2.5.7 BY-LAWS

(a) By-laws Introduced during financial year

Name	Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-law?	Public Participation Date	By-law Gazetted?	Date Of Publication
Credit Control and Debt Collection By-law		Yes	No	2019-03-29	Yes	2019-06-28
Property Rates By-law		Yes	No	2019-03-29	Yes	2019-06-28
By-law relating to Public Nuisances		Yes	No	2019-02-05	Yes	2019-04-12

(b) Comment on by-laws

By-laws are passed by the Council to regulate the affairs and the services it provides within its area of jurisdiction. A municipality derives the powers to pass a by-law from the Constitution of the Republic of South Africa, which gives certain specified powers and competencies to local government as set out in Part B of Schedule 4 and Part B of Schedule 5 to the Constitution.

2.5.8 MUNICIPAL WEBSITE - CURRENT YEAR

Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	
All current budget-related policies	Yes	
The previous year's annual report	Yes	
The annual report published/to be published	Yes	
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards	Yes	
All service delivery agreements	Yes	
All long-term borrowing contracts	Yes	
All supply chain management contracts above a prescribed value (R100 000)	Yes	Various dates during year
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during fin year	N/a	N/a: Not prescribed by legislation
Contracts agreed in to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/a	N/a
Public-private partnership agreements referred to in section 120	N/a	N/a
All quarterly reports tabled in the council in terms of section 52 (d)	Yes	-

2.5.9 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Client Satisfaction Survey - February 2017:

Question	Result
01. Electricity provision - general	3.75 (75.08%)
02. Speed with which new connections are done, meters are replaced	3.85 (77.00%)
03. Speed with which outages are repaired, notices regarding power outages are given, etc.	3.84 (76.80%)
04. Street lights	3.81 (76.11%)
05. Water provision - general	3.86 (77.26%)
06. Speed with which new connections are done	3.87 (77.40%)
07. Speed with which meters are replaced, damage to pipelines are repaired, etc.	3.86 (77.29%)
08. Sewerage - general	3.85 (77.02%)
09. Speed with which new connections are done	3.82 (76.39%)
10. Speed with which obstructions are cleared	3.82 (76.32%)
11. Speed with which conservancy tanks are drained	3.82 (76.36%)

Annual Report for 2018/2019

12. Removal of domestic refuse, garden refuse	3.95 (78.93%)
13. Street refuse bins, cleaning of streets	3.81 (76.12%)
14. Reparation of potholes, tarring and resealing - streets and sidewalks	3.42 (68.43%)
15. Maintenance of gravel roads	3.42 (68.37%)
16. Weeding of sidewalks, spraying of insecticides	3.36 (67.18%)
17. Storm water	3.69 (73.88%)
18. Municipal cemeteries	3.55 (71.07%)
19. Sports fields - Preparation and maintenance	3.64 (72.88%)
20. Municipal swimming pools	3.90 (78.03%)
21. Parks and gardens	3.42 (68.40%)
22. Fire fighting and emergency services	3.51 (70.17%)
23. Traffic and law enforcement services	3.50 (70.05%)
24. Motor vehicle registrations and licences	3.87 (77.42%)
25. Libraries	3.96 (79.22%)
26. Approval of building plans	3.93 (78.62%)
27. Execution of building inspections	3.95 (78.99%)
28. Municipal accounts	3.96 (79.21%)
29. Do you know who your ward councillor is?	Yes: 41.0%, No: 59.0%
30. Do you know who serves on your ward committee?	Yes: 32.1%, No: 66.3%, Partially: 1.6%
31. Effectiveness and functioning of your ward committee	2.69 (53.89%)
32. How was the service at the local office in respect of the handling of general enquiries?	3.93 (78.63%)
33. How was the service at the local office in respect of telephone etiquette?	3.94 (78.85%)
34. How was the service at the local office in respect of friendliness and helpfulness of staff?	3.97 (79.36%)
35. How was the service at the local office in respect of knowledge and expertise of staff?	3.96 (79.17%)
36. How was the service at the Malmesbury office in respect of the handling of general enquiries?	3.92 (78.31%)
37. How was the service at the Malmesbury office in respect of telephone etiquette?	3.92 (78.41%)
38. How was the service at the Malmesbury office in respect of friendliness and helpfulness of staff?	3.93 (78.65%)
39. How was the service at the Malmesbury office in respect of knowledge and expertise of staff?	3.92 (78.44%)
40. How do you rate the Municipality's communication with rate payers?	3.86 (77.20%)

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE

3.1 TOP LEVEL REPORTING

3.1.1 KPI'S AND TARGETS FROM THE IDP FOR 2018/2019

Because Chapter 3 of the Annual Report is divided according to service and not according to IDP goals, the following table is added. It is taken from the Municipality's 2017-2022 Integrated Development Plan (IDP) that was approved by Council on 25 May 2017 and displays the top level indicators and targets according to the five strategic goals in Chapter 7 of the IDP. It also displays the general key performance indicators as prescribed in the Municipal Planning and Performance Management Regulations, 2001. The last column of the table refers to the sections in this chapter where the indicators are found under the relevant service.

NOTE: All highlighted KPI's and targets are for future financial years

(a) Strategic Goal 1: Improved quality of life for citizens

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
1.2 Promote childcare facilities and early child development (0-6 years)	Develop ECD information guidelines in respect of childcare facilities	ECD information guidelines approved	Yes (by June 2019)	No	Target changes to June 2020	3.9.3(a)
1.6 Coordinate social development internally and externally with partners.	Promote the coordination of social development through partnerships:					
	▪ Internally: Internal Social Development Committee to identify additional action plans in each department that contributes to social development	Agreement reached on additional action plans in each department	Yes (by June annually)	Yes		3.9.3(a)
	▪ Externally: Local Drug Action Committee to compile a Local Drug Action Plan that must be reviewed every two years	Local Drug Action Plan compiled	Yes (by June 2020)	N/a	Target not in this fin year	
1.7 Lobby for the basic needs and rights of vulnerable groups	Develop guidelines for assistance to persons with disabilities	Guidelines approved	Yes (by June 2020)	N/a	Target not in this fin year	
1.8 Increase the effectiveness of the municipal traffic & law enforcement service	Effective traffic and law enforcement execution by using an Automated Number Plate Recognition (ANPR) Bus	Report on progress submitted to the portfolio committee	Yes (monthly - 10 per annum)	Yes	11 reports for the year	3.9.7(a)

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
1.9 Integrated Crime Prevention / Safety stakeholder collaboration	Effective safety partnerships in terms of the Integrated Safety Strategy through an MOU with all role-players, especially SAPS	Report on progress submitted to the Mayoral Committee	Yes (annually by June)	Yes		3.9.7(a)
1.10 Prevent and manage land invasion. Monitor informal settlements.	Effective operation and monitoring by Traffic and Law Enforcement Division	Report on progress submitted to the Portfolio Committee	Yes (monthly - 10 per annum)	Yes	10 reports for the year	3.9.7(a)
1.11 Ensure that infrastructure development, resources and equipment are available to deliver an effective and efficient Fire and Rescue Service to all communities in the Swartland	An effective operational Fire and Rescue Service	Secure budget to expand the current firefighting and emergency resources	Yes (annually by November)	Yes		3.9.7(a)
		A fire and rescue strategic plan developed	Yes (by September 2018)	Yes		3.9.7(a)
		Disaster Management Plan and Disaster Recovery and Business Continuity Plan reviewed	Yes (annually by June)	Yes		3.9.7(a)
		Fire Safety By-law reviewed	Yes (annually by June)	Yes		3.9.7(a)
1.12 Extension of service delivery of Protection Services Department	Extension of learners licence centres for Darling and Riebeek Valley	Learners licence centres operational in Darling and Riebeek Valley	Yes Darling: July 2020 Riebeek Valley: July 2021	N/a	Target not in this fin year	
1.13 Establishment of a Swartland Safety Initiative	Facilitate the establishment of a Swartland Community Safety Forum	Report on progress submitted to the Portfolio Committee	Yes (Bi-annually)	Yes	Done in Qrt 1 & 3	3.9.7(a)
	Facilitate the establishment of four Community Police Forums (one per SAPS office)	Community Police Forums accredited, registered and trained	Yes (By June 2019)	Yes		3.9.7(a)
	Facilitate the establishment of four Neighbourhood watches (one per CPF)	Neighbourhood watches accredited, registered and trained	Yes (4 By June 2019 and another 4 by June 2020)	Yes		3.9.7(a)

(b) Strategic Goal 2: Inclusive economic growth

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
2.1 Relevant stakeholders systematically improve local competitive advantages	Gain commitment from key stakeholders to collaborate systematically to strengthen local competitive advantages.	Number of key stakeholder groups actively contributing to improved competitive advantage	5 by end of 2018 10 by end of 2020 15 by end of 2022	7 by the end of 2018		3.4.3(d)
2.2 Well located, serviced sites and premises available for commercial and industrial investors	Ensure adequate supply of land and services for commercial and industrial premises.	Number of well located, serviced industrial sites available.	10 by end of 2018 15 by end of 2020 20 by end of 2022	10 by the end of 2018		3.4.3(d)
2.3 The specific opportunities and benefits for investors are actively promoted	Establish an investment promotion and facilitation system.	An investment promotion and facilitation system established	Yes (by June 2019)	Yes		3.4.3(d)
2.4 Local markets work better to increase opportunity for local small businesses	Establish a local business opportunity network incl. a local business directory	Number of opportunities advertised / shared with Swartland businesses.	20 by end of 2018 50 by end of 2020 100 by end of 2022	70 by end of 2018		3.4.3(d)
2.5 Easier for farmers to add and grow new / promising business models	New (more enabling) Spatial Development Framework	Number of key constraints to growth removed.	1 by end of 2018 2 by end of 2020 3 by end of 2022	1 by end of 2018		3.4.3(d)
2.6 Easier for local citizens to access economic opportunity	Establish an information portal pointing to best information sources including local support services	Number of unique visitors (local, with more than 1 page view)	100 by end of 2018 300 by end of 2020 400 by end of 2022	160 by end of 2018		3.4.3(d)
2.7 Increase tourism visitors and brand as a good place to live	Develop a more effective tourism destination marketing and development business model	Study done and revised tourism business model finalised.	Yes (by end of 2018)	Yes		3.10.9(b)

General KPI's linked to Strategic Goal 2

Indicator in the regulations	Indicator in the Municipality's PMS	Targets	Actual	Notes	Reference
Reg 10(d): Number of jobs created through municipality's local economic development initiatives including capital projects	Number of jobs created through Municipality's capital projects (contracts > R200 000)	150 for the year	183 for the year		3.4.3(d)

(c) Strategic Goal 3: Quality and sustainable living environment

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
3.1 Maximise economic opportunities and comparative advantage	Facilitate economic sector growth (including mining, agriculture and tourism) of Swartland wards in accordance with their potential.	Develop economic growth models (EGM) for Swartland growth towns (subject to availability of funds)	Yes (by Dec 2018)	Yes		3.9.3(a)
	Spatially strengthen mobility and economic links.	An economic mobility spatial plan developed and integrated into LED and EGM (subject to availability of funds).	By June 2020	N/a	Target not in this fin year	
3.3 Enhance conservation and biodiversity	Finalise stewardship programme	Registration of stewardship programme with Cape Nature on municipal land	By June 2019	No	Target changes to June 2020	3.9.3(a)
3.7 Provide the whole spectrum of government subsidised housing (Integrated Residential Development Programme (IRDP), Upgrading of Informal Settlements Programme (UISP) and Community Residential Unit Programme (CRU))	Facilitate land availability, bulk infrastructure provision and the implementation of the Housing Pipeline	Targets achieved as per project approval by DHS	Annually	No	KPI and Target removed on 1 July 2019 with amendment of the IDP.	3.9.3(a)
3.8 Increase access for citizens in new settlements to urban amenities, work, schools, clinics, parks, etc.	Do new housing developments in terms of the Social economic Facility Policy and the Spatial Development Framework (SDF)	Council approval of budget and implementation for social facilities in terms of the project approval by DHS	Annually	N/a		3.9.3(a)
	Secure funding for the social facilities		Annually	N/a		3.9.3(a)

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
3.9 Maintain a balance between non-paying and paying households through the increased provision of affordable housing, Finance Linked Individual Subsidy Programme (FLISP) housing, Gap housing and social housing.	Identify suitable pockets of land for (FLISP) housing, Gap housing and social housing	Land identified	By Nov 2018)	Yes		3.9.3(a)
	Obtain land use rights and secure funding for (FLISP) housing, Gap housing and social housing	Funding secured	By June 2019	No	Target changes in July 2019 with amendment of the IDP to "By June 2020"	3.9.3(a)
	Appoint credible housing institution to build and manage social housing	Appointment finalised	By December 2018	No	Target changes in July 2019 with amendment of the IDP to "By December 2019"	3.9.3(a)

(d) Strategic Goal 4: Caring, competent and responsive institutions, organisations and business

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
4.1 A redesigned organisation structure that effectively facilitate the strategic objectives and purpose of the organisation	Review the organisation design in light of the IDP Strategy and recommend a new organisation design	Review completed	Yes (by June 2019)	Yes		3.9.2(a)
	Implement the redesigned organisation structure	Redesigned organisation structure implemented	During the 2019/2020 financial year	N/a	Target during 2019/2020 financial year	
4.3 Employment relations that create a climate of trust, cooperation and stability and accomplish a harmonious and productive workforce	Develop a programme of innovative interventions, e.g. diversity management and awareness, climate creation to ensure sound employee relations and practices	Programme developed and implemented	By June 2019	N/a	KPI changes on 1 July 2019 to "Programme developed for implementation during the 2019/2020 financial year" and the target to "By July 2019"	3.9.2(a)
4.4 More informed and effective ward councillors and ward committees	Compile, implement and monitor communication plans for individual ward councillors to enhance public participation	Annual communication activities for ward councillors monitored in terms of PMS for councillors	Quarterly	Yes	KPI changes in July 2019 to "Communication activities for ward councillors monitored " and the target to "Yes (quarterly)"	3.9.2(a)
		Councillors' performance monitored by the Executive Mayor as part of the PMS for councillors.	Quarterly	Yes		3.9.2(a)

	Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
4.5	An IT connectivity strategy for the Swartland	Develop an IT connectivity strategy and status quo report	Report finalised subject to Provincial Government's broadband project	By Jun 2019	Yes		3.9.4(a)
4.6	Identify risks and implement preventative and corrective controls	Assign Risk Management responsibilities to Internal Audit as RM Shared Services contract ended	Updated Internal Audit Charter which include risk management facilitation role	By Jan 2019 and thereafter every second year	Yes		3.9.6(a)
		Compile a Handover procedure to newly appointed Manager, Internal Audit	Complete handover procedure	By March 2019	No	Target changes in July 2019 with amendment of the IDP to "By March 2020"	3.9.6(a)
		Assign Disciplinary Committee responsibilities to four newly appointed members	Appointment of new members for the Disciplinary Committee over a period of six months for continuity	2 members by July 2020 - thereafter every three years	N/a	Target in July 2020	
		Maintain an effective independent Performance, Risk and Financial Audit Committee as per legislation (Appoint for three years, but can extend for six years)	Appointment of new members for the PRF Committee over a period of three years for continuity	Annually by June	Yes		3.9.6(a)
4.7	Sound long-term financial planning including making the right investment decisions	Review the Long Term Financial Plan	Review completed	Annually by March	Yes		3.9.5(a)
		Review budget related policies in line with the LTFP	Review completed	Annually by Feb	Yes		3.9.5(a)
4.8	Sound financial management, budgeting and expenditure control	Each director to do a critical review of the cost drivers and implement a savings plan	Review completed	By Nov 2018	Yes - all directors		
4.9	Broaden the tax/ revenue base	Create institutional capacity to facilitate this	Budget approved for critical interventions to give effect to increased revenue	By Mar 2019	No	KPI removed in July 2019 with amendment of the IDP	3.9.5(a)

General KPI's linked to Strategic Goal 4

Indicator in the regulations	Indicator in the Municipality's PMS	Targets	Actual	Notes	Reference
Reg 10(b): Percentage of households earning less than R1 100 per month with access to free basic services	% of indigent households with access to free basic services <i>Indigent households = households owning properties with municipal valuations of R115000 or less OR households earning less than R4 515 per month</i>	100%	100%		3.9.5(a)
Reg 10(c): Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	% of capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP (% of capital budget spent)	Between 90% and 105%	84.6% for the year		3.9.6(a)
Reg 10(d): Number of jobs created through municipality's local economic development initiatives including capital projects	Number of jobs created through Municipality's capital projects (contracts > R200 000)	150 for the year	183 for the year		3.4.3(d)
Reg 10(e): Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;	% of people from employment equity target groups appointed for the month in terms of the Municipality's approved Employment Equity plan	100% (report bi-annually to Mayoral Committee)	83.3% (25/30 employees)	Persons were appointed in posts where their race groups are over-represented. No candidates from the designated groups met the minimum requirements of the posts.	3.9.2(a)
Reg 10(f): Percentage of a municipality's budget actually spent on implementing its workplace skills plan	% of the municipality's training budget actually spent on implementing its workplace skills plan (cumulative)	At least 90%	99.7% for the year		3.9.2(a)
Reg 10(g): Financial viability as expressed by the following ratios:					
(i) Debt coverage <i>(Total operating revenue received - operating grants) ÷ debt service payments due within fin year</i>	No change	Norm = 45%	20.38%	Good - under the norm	3.9.5(a)
(ii) Outstanding service debtors to revenue <i>Total outstanding service debtors ÷ annual revenue actually received for services</i>	No change	Norm = 20%	15.43%	Good - under the norm	3.9.5(a)
(iii) Cost coverage <i>(All available cash at a particular time + investments) ÷ monthly fixed operating expenditure</i>	No change	Norm = 1-3 months	7 months	Good - better than the norm	3.9.5(a)

(e) Strategic Goal 5: Sufficient, affordable and well-run services

Strategic Objective	Strategic Initiative	Key Performance Indicator	Targets	Actual	Notes	Reference
5.1 Secure sufficient long term bulk water provision	Conduct a section 78 investigation	Section 78 investigation completed and report submitted to Portfolio Committee	Yes (by end of June 2019)	Yes		3.9.1(a)
	Work with relevant role-players to commit to an agreed service delivery model.	An agreed service delivery model	Yes (by end of June 2020)	N/a	Target in June 2020	
	Develop a water conservation and water demand management strategy (WCDM Strategy)	Policy document completed and submitted to Portfolio Committee	Yes (by end of October 2019)	N/a	Target in October 2019	
	Conduct an alternative water source study	Study completed and report submitted to Portfolio Committee	Yes (by end of June 2020)	N/a	Target in June 2020	
5.2 Maintenance and upgrading that sustain and improve the current condition of surfaced roads	Investigate and report to council annually on the status quo condition of surfaced roads	Report submitted to the Portfolio Committee	Yes (by end of Sep annually)	Yes		3.9.1(a)
	Inform budgetary processes of funding requirement for maintenance and upgrading of surfaced roads.	Budget requirements calculated and budget informed	Yes (by end of Nov annually)	Yes		3.9.1(a)
5.3 Ensure sufficient civil services capacity for planned developments	Review and maintain master plans in accordance with the most recent growth model information	Master plans reviewed and maintained	Yes (annually by end of March)	Yes		3.9.1(a)
5.4 Maintenance and upgrading that sustain the current condition of civil infrastructure	Inform budgetary processes of funding requirement for maintenance, renewal, upgrading and refurbishment of civil infrastructure	Budget requirements calculated and budget informed	Yes (by end of Nov annually)	Yes		3.9.1(a)
5.5 Ensure sufficient electricity capacity for planned developments (built environment) that are feasible	Review and maintain master plans	Master plans reviewed and maintained	Yes (annually by end of June)	Yes		3.9.4(a)
	Secure available capacity for Yzerfontein	Capacity secured	By end of June 2019	Yes		

Strategic Objective	Strategic Initiative	Key Performance Indicator	Targets	Actual	Notes	Reference
5.6 Maintenance and upgrading that sustain and improve the current condition of electrical infrastructure	Inform budgetary processes of funding requirement for maintenance, renewal, upgrading and refurbishment of electrical infrastructure	Budget and motivation submitted to budget office (minimum 6% of annual electricity revenue allocation is a Nersa license condition)	Yes (by end of Nov annually)	Yes		3.9.4(a)
5.7 Provide electricity cost effectively	Provide competitive tariffs for industrial consumers in support of economic growth	Approval of tariffs by Nersa	Annually before end of June	Yes		3.9.4(a)
	Maintain energy losses at an acceptable level	% total energy losses (technical + non-technical)	Maintain the annual average below 8%	5.62% for rolling 12 months	The actual % is from the audited AFS	3.9.4(a)

General KPI's linked to Strategic Goal 5

NOTE: The 100% applies only to urban residential properties registered on the Surveyor General's maps and on the records of the Municipality. It does not include informal structures e.g. backyard dwellings and illegally erected informal structures.

Indicator in the regulations	Indicator in the Municipality's PMS	Targets	Actual	Notes	Reference
Reg 10(a): Percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	% of urban households with access to at least piped (tap) water within 200 meters from dwelling	100%	100%		3.9.1(a)
	% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100%	100%		3.9.1(a)
	% of urban households with access to electricity	100%	100%		3.9.4(a)
	% households registered for refuse removal service which receive a service once a week	100%	100%		3.9.1(a)

3.1.2 B-BBEE COMPLIANCE PERFORMANCE INFORMATION

In terms of Section 13G of the Broad-Based Black Economic Empowerment Act 53 of 2003 as amended by Act 46 of 2013 ("the B-BBEE Act"), read with regulation 12 of the B-BBEE Regulations, all spheres of government, public entities and organs of state must report on their compliance with broad-based black economic empowerment in their audited annual financial statements and annual reports.

A compliance report required to be included annually in terms of section 13G(1) of the Act from a sphere of government, public entity or an organ of state must reflect the state of compliance in respect of (i) ownership where applicable; (ii) management control; (iii) skills development; (iv) enterprise and supplier development; (v) socio-economic development; and (vi) any other sector specific element. The following tables contain the required information applicable to Swartland Municipality:

(a) Management Control

Categories	Number for each category	Race classification (indicate number in terms of Africans, Coloureds & Indians)	Gender (indicate number in terms of Female & Male)	Age (provide number in chronological order)	Location (indicate number in each Province)	Disability (indicate number in terms of Female & Male)
Municipal Manager and Directors	3	A=0, C=3, I=0	CF=1, CM=2	59, 54, 53	Western Cape	0
Senior Management	12	A=0, C=12, I=0	CF=3, CM=9	55, 50, 48, 46, 46, 40, 40, 36, 35, 29, 29, 29	Western Cape	0

(b) Skills Development

Total Leviabe Amount:							
Categories	Number for each category	Race classification (indicate number in terms of Africans, Coloureds & Indians)	Gender (indicate number in terms of Female & Male)	Age (provide number in chronological order)	Location (indicate number in each Province)	Disability (indicate number in terms of Female & Male)	Total Amount Spent
Black employees	448	A=45 C=403	AF=12, AM=33 CF=119, CM=284	<35=123 35-55=315 >55=10	Western Cape	F=13, M=28	R1 582 533
Black non-employees	0						
Black People on - Internships	10	A=2, C=8	AF=1, AM=1 CF=5, CM=3	<35=9 35-55=1	Western Cape	0	Included in the figure above
Apprenticeship	4	A=0, C=4	CM=4	<35=1 35-55=3	Western Cape	0	
Learnership	14	A=1, C=13	AM=1, CM=13	<35=5 35-55=9	Western Cape	0	
Adult Education and Training (AET)	49	A=9, C=40	AF=1, AM=8 CF=3, CM=37	<35=20 35-55=29	Western Cape	F=0, M=2	
Unemployed black people on any programme under the learning programme matrix	43	A=5, C=38	AF=2, AM=3 CF=29, CM=9		Western Cape	0	R146 176
Black people absorbed at end of learnership, internship and apprenticeship	0						

(c) Enterprise and Supplier Development (NOT APPLICABLE TO SWARTLAND MUNICIPALITY)

Total Procurement Spent:				
Supplier	Total Number	Total Value Spend		
TOTAL			% Black Ownership	% Black women ownership
EME				
QSE				
Large Suppliers				

Total Value of 2% NPAT or 0.2% of allocated Budget:						
Supplier	Total Number	Total Value Spend	% Black Ownership	% Black women ownership	Location	Sector
EMEs						
QSEs						

Total Value of 1% NPAT or 0.1% of allocated Budget:						
Supplier	Total Number	Total Value Spend	% Black Ownership	% Black women ownership	Location	Sector
EMEs						
QSEs						

(d) Socio-Economic Development

Total Value of 1% NPAT or 0.1% of allocated Budget:			
Number of participants	Race classification (indicate number in terms of Africans, Coloureds & Indians)	Gender (indicate number in terms of Female & Male)	Geographical indication (indicate nr in each Province)
0			
Total Value Spend: R0			

3.2 BASIC SERVICES

3.2.1 WATER SERVICES

(a) Introduction

Swartland Municipality is the Water Services Authority for its service area. Water is abstracted from two bulk sources, i.e. Voëlvlei Dam and the Misverstand Dam. The West Coast District Municipality provides bulk water as well as water purification and treatment services to Swartland Municipality through the Withoogte and Swartland bulk supply schemes. The West Coast DM was also appointed by Swartland Municipality as a Water Services Provider in terms of the Water Services Act.

All residents in urban areas in the service area of Swartland Municipality have access to water services and free basic water is provided to all.

Ageing infrastructure remains one of the key focus areas for the Municipality and therefore a pipe replacement programme was developed and implemented.

It seems that the drought was prevailing through 2018/2019 with well below average rain fall. Eventhough the level six water restrictions have been relaxed to level three during 2018/2019 indication are that caution should still be applied when considering further relaxing of water demand management measures.

The section 78 investigation into an appropriate delivery model for the provision of bulk water services was concluded during 2018/2019. A final conclusion between the involved Authorities on the way forward is still to be reached and therefore an interim extension of the existing service delivery mechanism was applied for a further year.

(b) Total Use of Water by Sector (cubic meters)

Agriculture	Forestry	Industrial	Domestic	Unaccountable Water Losses
	0	491 679	2 218 620	631 143

(c) Comment on water use by sector

Water demand has increased only by 10% during 2018/2019 compared to the preceding 2017/2018 year in which the level six restrictions were applied. This indicates a change in consumer behaviour and the effectiveness of supply side demand management.

Swartland Municipality continues to implement its Water Conservation and Water Demand Management strategy and achieved 99.24% score for the 2015 No Drop assessment of the Department of Water and Sanitation.

(d) Households - Water Service Delivery Levels**Above minimum level**

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Piped (tap) water inside dwelling/institution	5 221	18 405	23 626	2 995	29 876	32 871
Piped (tap) water inside yard	1 518	3 438	4 956	325	2 906	3 231
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	335	132	467	0	213	213
TOTAL	7 074	21 975	29 049	3 320	32 995	36 315

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
No access to piped (tap) water	75	72	147	0	0	0
Piped (tap) water more than 200m from dwelling	82	44	126	297	4	301
Unspecified - Not applicable	0	0	0	2 396	127	2 523
TOTAL	157	116	273	2 693	131	2 824

(e) Households - Water Service Delivery Levels below the minimum service level

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Water Services	Available within 200 m from dwelling	244	0.62%	29	0.00%	513	1.31%	0	0.00%

(f) Water Service performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Improved quality of water services	4/09-0019-1	% of new water connections completed within 10 working days	100%	100%	3	100%	100%	3	100%	
Improved quality of water services	4/09-0019-2	Number of burst water mains not repaired within 10 hours after the incident has been reported	1 maximum per month	0	3	1 maximum per month	0	3	1 maximum per month	
Improved quality of water services	4/09-0019-3	Number of interruptions in continuous service to consumers, where interruptions for a single incident was greater than 48 hrs (KPI 17 - DWA)	0 maximum	0	3	0 maximum	0	3	0 maximum	
Improved quality of water	4/10-0001	Number of failures i.r.o. SANS 241	4 maximum per quarter	0	3	4 maximum per quarter	1 in qtrs 1-3, 0 in qtr 4	3.9	4 maximum per quarter	
Ensure up to date policies	4/17-0085	Water Services Audit Report reviewed	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Guidance and training	4/17-0086	Training needs identified for staff			0	Yes (annually by Mar)	Yes	3	Yes (annually by Nov)	
Update of Risk assessment	4/17-0171	Risk register updated			0	Yes (annually by Nov and May)	Yes	3	Yes (annually by Nov and May)	
Reporting	4/17-0172-1	Monthly reports on the MIG programme submitted			0	3 per quarter	12 for the year	3	3 per quarter	

Reporting	4/17-0172-2	Annual report on the MIG programme submitted			0	Yes (by end of October)	Yes	3	Yes (by end of October)	
Productive workforce	4/17-0180	% of person days lost per month due to sick leave			0	4% pm maximum	2.9 pm average for the year	3.3	4% pm maximum	

(g) Employees: Water Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	14	15	15	0	0.00%
04 - 06	13	12	13	1	7.69%
07 - 09	4	5	5	0	0.00%
10 - 12	6	6	6	0	0.00%
13 - 15	1	2	2	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	38	40	41	1	

(h) Financial Performance: Water Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R12 275 890	R13 894 010	R13 894 010	R14 368 935	3.31%
2 Contrated Services	R3 680 675	R4 240 974	R4 236 836	R2 903 884	-46.04%
3 Other	R29 725 670	R37 960 447	R40 984 166	R35 089 688	-8.18%
TOTAL	R45 682 235	R56 095 431	R59 115 012	R52 362 507	

(i) Capital Expenditure: Water Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
11-0062 Equipment Water	R40 000	R38 967	R38 967	-2.65%
12-0013 Upgrading/Replacement water reticulation network	R2 060 609	R2 587 033	R2 587 033	20.35%
16-0018 Water: New Reservoir: MBY (Wesbank) De Hoop Development	R8 674 064	R11 590 927	R11 021 638	21.30%
17-0082 Upgrading of water reticulation network: PRV's, flow control, zone metering	R500 000	R600 000	R599 010	16.53%
17-0084 Water: Network expansion and new boreholes	R500 000	R500 000	R500 000	0.00%
18-0072 WCDM water meters	R0	R	R50 394	100.00%
TOTAL	R11 774 673	R15 316 927	R14 797 042	

(j) Comment on water services performance overall

The IDP has five strategic goals and water provision are aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the minimisation of distribution losses, the increase on maintenance spending and the implementation of water conservation and demand management measures.

A project to address the problems associated with ageing water pipes such as frequent pipe bursts, high water losses and service interruptions continued. This entails the implementation of a water pipe replacement programme which detects the spending of capital. The fifth construction phase of this multi-year project was implemented. The value of the construction work amounted to R2 587 033 and was funded from the municipalities MIG allocation.

The construction of a new 5ML reservoir in Wesbank Malmesbury was successfully completed.

3.2.2 SEWERAGE SERVICES

(a) Introduction

Swartland Municipality operates four activated sludge waste water treatment works and three oxidation pond systems. Sewer is conveyed to the treatment works and oxidation pond systems either by a water borne collector system or a vacuum tanker service.

All residents in urban areas in the service area of Swartland Municipality have access to sewerage services above minimum level. It must be noted that recipients of below minimum level sewerage services, do exist. However, these consumers reside outside urban areas on farms. According to the statistics provided by STATSA, the number of households count 1 471.

Ensuring that sufficient treatment capacity is available for present and future demand is a key focus area for the municipality. Detail design and tender document for the upgrading of thee Darling and Moorreesburg Works have been completed. The procurement process will be followed during the first half of 2019-2020 and the construction phase will follow thereafter.

Wet industries are monitored continuously to ensure that industrial effluent charges can be raised according to the loading of the effluent.

(b) Households - Sewerage services delivery levels

Above minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Flush toilet (connected to sewerage system)	2 581	20 096	22 677	2 360	31 384	33 744
Other - Not applicable	380	243	623	0	0	0
Chemical toilet	54	12	66	29	0	29
Pit toilet with ventilation (VIP)	211	19	230	0	0	0
Flush toilet (with septic tank)	2 794	1 142	3 936	3 237	650	3 887
TOTAL	6 020	21 512	27 532	5 626	32 034	37 660

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Pit toilet without ventilation	401	52	453	16	26	42
Other - Not applicable	0	0	0	25	74	99
None	507	224	731	173	137	310
Pit toilet with ventilation (VIP)	0	0	0	20	17	37
Bucket toilet	303	303	606	153	838	991
TOTAL	1 211	579	1 790	387	1 092	1 479

(c) Households - Sewerage services delivery levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Sewerage Services	Households with at least VIP service	2 059	5.26%	354	0.00%	1 416	3.62%	0	0.00%

(d) Sewerage Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Improved quality of waste water	4/10-0004-1	% compliance with DWA general limits for the discharge of treated waste water	88%	88% pm average for the year	3	80.0% pm	84.4% pm average for the year	3.2	80.0% pm	

(e) Employees: Sewerage Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies as Percentage
00 - 03	8	7	8	1	12.50%
04 - 06	11	11	11	0	0.00%
07 - 09	9	9	9	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	30	29	30	1	

(f) Financial Performance: Sewerage Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R7 998 777	R8 614 672	R8 614 672	R8 656 479	0.48%
2 Contrated Services	R3 995 938	R4 446 498	R4 910 966	R4 382 036	-1.47%
3 Other	R31 197 594	R31 022 302	R31 769 259	R29 960 657	-3.54%
TOTAL	R43 192 309	R44 083 472	R45 294 897	R42 999 172	

(g) Capital Expenditure: Sewerage Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
09-0003 Equipment Sewerage: Telemetry	R27 000	R24 179	R24 179	-11.67%
10-0114 Equipment Sewerage	R25 000	R23 947	R23 947	-4.40%
13-0008 Sewerage: Moorreesburg	R2 799 505	R2 203 218	R2 203 218	-27.06%
16-0001 Bulk sewer De Hoop Housing Project	R6 628 822	R7 278 822	R6 553 691	-1.15%
18-0002 Sewerage: Industrial Effluent Sampling Equipment	R500 000	R284 117	R171 479	-191.58%
TOTAL	R9 980 327	R9 814 283	R8 976 513	

(h) Comment on sewerage services performance overall

The IDP has five strategic goals and sewer services is aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

Swartland Municipality does not operate a bucket system. The 606 households that make use of a bucket system according to the 2011 Census are either rural dwellers on farms (303) or backyard dwellers (303).

3.2.3 ELECTRICITY DISTRIBUTION

(a) Introduction

All formal and informal households within the licensed area of electricity supply of Swartland Municipality occupying a proclaimed plot has access to electricity and no service backlogs exist in this respect.

Top three service delivery priorities

(1) Upgrading of obsolete electrical networks

The annual upgrading project for the renewal, upgrading and refurbishment of obsolete electrical networks and associated infrastructure remained in place and for the 2018/19 financial year R7.0m was allocated in the capital budget. Major improvement of the electricity networks enhancing safety and reliability was effected including the upgrading of obsolete and operationally hazardous minisubstations and switchgear. Upgrading of the obsolete low voltage networks in Malmesbury, Moorreesburg and Darling was undertaken.

(2) Completion of capital projects

For the 2018/19 financial year completion of all scheduled capital projects was achieved with 98.9% expenditure of the capital budget.

(3) Compliance with service delivery performance indicators and targets

All performance targets re service delivery with respect to availability and reliability of electricity supply were complied with and in certain instances the required targets were exceeded. Whilst in terms of the NERSA license conditions Quality of Service (QoS) specification, 30% of all power failure complaints must be attended to within 1.5 hours, the municipality set the target at 80% and for 2018/19 the actual achievement was 93%.

Improvement of performance and efficiencies

As a result of the allocation of experienced, technically skilled personnel and resources towards revenue protection incorporating data analysis skills, engineering and technical expertise, law enforcement certification as well as negotiation and mediation capabilities, the total of technical and non-technical electrical energy losses was maintained at a low

nominal level of 5.64% for 2018/19.

Grant funding of R3m was obtained from the Department of Mineral Resources and Energy and obsolete street and area lighting was replaced with energy efficiency technology in order to save an additional 614 000kWh annually.

The amount of R130 000 received as part of Swartland Municipality being declared the winner of the provincial greenest municipality competition for 2017, was utilized for the development of a small scale embedded photo voltaic electricity generation plant. The plant was designed and constructed by departmental personnel and commissioned. During 2018/19 this plant operated successfully and generated 19 235 kWh to date.

Major successes achieved and challenges

The decrease in annual total technical and non-technical energy losses since inception of the departmental revenue protection initiatives in 2010 from 9.7% to 5.64%, represents a major improvement in efficiency and culminates in an annual saving of some R9.2 million in electricity purchases.

Despite the lack of economic growth and reduced consumption in certain consumer categories, an increase of 2.5% in total energy purchased was achieved in 2018/19. This can inter alia be attributed to the upgrading of electrical networks creating capacity to allow new developments to be connected.

Completion of all capital projects was achieved in the 2018/19 financial year with 89.9% expenditure of the capital budget. This is inter alia attributed to the best practice of undertaking design and preparation of tender documentation in the previous financial year to allow for the extended delivery periods of electrical distribution network equipment such as substations, transformers and switchgear as well as inclusion of material and equipment items required by capital projects in the departmental annual tender.

Completion of the energy efficiency and demand side management project for which grant funding was allocated by the Department of Mineral Resources and Energy despite challenges with the purchase of material, is considered a major success. The project was delayed by an unsubstantiated appeal during the procurement process and installation had to be fast tracked to complete within the financial year. This project including the previously completed energy efficiency projects result in the annual energy saving of 3 610 000kWh and approximately R4.6million annual savings.

In 2018/19 on average for 93% of unplanned electricity disruptions which were attended to, the supply was reinstated within 1,5 hours. The NERSA electricity distribution license requirement in this regard is that 30% of reported electricity disruptions shall be attended to within 1.5 hours.

Service provision by municipal entities

None

(b) Households Electricity Distribution Delivery Levels (2011 Census)

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Electricity	6 950	21 723	28 673	5 551	32 698	38 249
Other	280	368	648	462	429	891

(c) Households - Electricity Distribution Delivery Levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Electricity Distribution	Service connections	519	1.33%	130	0.00%	890	2.27%	0	0.00%

(d) Electricity Distribution performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Continuously do master planning	4/09-0167	Master plans reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Properly set and operate electrical protection systems	4/09-0168	% of MV trip incidents investigated with report	100%	100%	3	100%	100%	3	100%	
Meet reporting requirements	4/09-0174	NERSA Quality of Supply Report submitted	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Properly maintain the electricity network	4/09-0180-1	% of maintenance budget spent	95% for the year	96.6% for the year	3.1	95% for the year	99.3% for the year	3.1	95% for the year	
Properly maintain the electricity network	4/09-0180-2	Maintenance policy and safety plans reviewed	Yes (annually by September)	Yes	3	Yes (annually by September)	Yes	3	Yes (annually by September)	
Ensure that disruptions are in line with standards	4/09-0190	% average compliance of planned disruptions (monthly) (<8 hrs per	100%	100%	3	100%	100%	3	100%	

		incident)								
Properly manage departmental construction projects	4/09-0191	% of total actual completion and quality control of departmental construction projects according to schedule	90%	100%	3	90%	100%	3	90%	
Appropriately monitor and maintain network infrastructure	4/09-0193	% of main substations inspected	100% for the year	100% for the year	3	100% for the year	100% for the year	3	100% for the year	
Ensure sound safety practices in the provision of electrical service	4/09-0196	Number of reportable safety incidents in terms of legislation	2 maximum for the year	0	3	2 maximum for the year	0 for the year	3	2 maximum for the year	
Ensure sufficient income to cover costs	4/09-0225	% of expenditure covered by connection income	100%	100%	3	100%	100%	3	100%	
Ensure proper monitoring of the Client Service Charter	4/10-0008	% of unforeseen power outages (electrical faults, malfunctioning equipment, etc.) repaired within 1,5 hours	80%	91.9% pm average for the year average	3	80%	92.5% pm average for the year	3.3	80%	
Guidance and training (Tom)	4/17-0131	Training needs for staff coordinated and request for funding submitted	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment (Tom)	4/17-0132	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Assessment of infrastructure (Tom)	4/17-0133	Preparation of priority projects for upgrading, refurbishment and renewal of infrastructure done	Yes (annually by February)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	
Update risk assessment (MJ)	4/17-0151	Risk register updated	Yes (bi-annually by November	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November	

			and May)						and May)	
Assessment of infrastructure (MJ)	4/17-0152	Priority projects for upgrading, refurbishment and renewal of infrastructure prepared	Yes (annually by February)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	
Ensure maximum safety, reliability and optimal utilization of the electricity supply and service	4/17-0153	Number of unplanned and unexpected incidents during planned high voltage switching operations	2 maximum for the year	0	3	2 maximum for the year	0 for the year	3	2 maximum for the year	
Comply with distribution license	4/17-0154	Number of months that compliance of bulk and net metering was evaluated and procedures to ensure compliance were set up	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Productive workforce (MJ)	4/17-0184	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	3	4% pm maximum	0.4% pm average for the year	3.6	4% pm maximum	
Productive workforce (Tom)	4/17-0191	% of person days lost per month due to sick leave	4% pm maximum	1.4% pm average for the year	3	4% pm maximum	2.4% pm average for the year	3.4	4% pm maximum	

(e) Employees: Electricity Distribution

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	12	12	12	0	0.00%
04 - 06	8	8	8	0	0.00%
07 - 09	5	5	5	0	0.00%
10 - 12	8	10	10	0	0.00%
13 - 15	5	4	5	1	20.00%
16 - 18	2	2	2	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	41	42	43	1	

(f) Financial Performance: Electricity Distribution

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R14 341 180	R16 040 902	R16 040 902	R15 578 831	-2.97%
2 Contrated Services	R1 109 494	R2 101 320	R2 139 147	R1 355 328	-55.04%
3 Other	R181 428 174	R211 567 033	R211 812 786	R212 507 532	0.44%
TOTAL	196 878 848	R229 709 255	R229 992 835	R229 441 691	

(g) Capital Expenditure: Electricity Distribution

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
11-0096 Equipment Electricity	R305 000	R305 000	R306 487	0.49%
14-0025 Vehicles Electricity: CK20602 (Isuzu NPR300)	R446 500	R446 500	R446 500	0.00%
17-0044 Phola Park/De Hoop: Electrical infrastructure and bulk supply	R4 000 000	R4 000 000	R4 000 000	0.00%
18-0020 Electricity: Darlingweg substation new switchgear and building upgrade	R3 000 000	R2 994 500	R2 945 014	-1.87%
18-0021 Electricity: Minisubstations replacement (Nobuhle, Alfa, Excelsior, Donkin, Park A6)	R2 240 000	R2 240 000	R2 240 081	0.00%
18-0022 Electricity: Wesbank sport field lighting mast foundation strengthening	R100 000	R136 000	R136 000	26.47%
18-0023 Electricity: Klip substation SCADA new RTU	R150 000	R161 000	R160 997	6.83%
18-0024 Electricity: Malmesbury existing low voltage network renewal (Kort, Rog, Oleander, P	R250 000	R148 000	R148 466	-68.39%
18-0025 Electricity: Moorreesburg existing low voltage network renewal (Willem April, Steyl,	R330 000	R330 000	R303 700	-8.66%
18-0026 Electricity: Darling existing low voltage network renewal (Van Riebeeck, Tulbagh, V	R245 000	R245 000	R244 989	0.00%
18-0027 Electricity: Substations new fencing/enclosures (Darlingweg, K Sub, R17, Darling Mai	R250 000	R250 000	R251 580	0.63%
18-0028 Electricity: Darling new streetlights (Van Riebeeck, Tulbagh, Victoria, Stasie, Past	R200 000	R200 000	R199 973	-0.01%
18-0029 Electricity: Malmesbury, Ilinge Lethu meter and polebox replacement	R150 000	R150 000	R149 844	-0.10%
18-0030 Electricity: Yzerfontein kiosk replacement (10 + meters)	R80 000	R80 000	R79 988	-0.02%
18-0031 Electricity: Upgrading of streetlights, floodlighting and building installations	R3 000 000	R3 000 000	R3 000 000	0.00%
18-0035 Vehicles Electricity: CK19419 Tools Trailer	R52 500	R51 423	R51 423	-2.10%

18-0070 Wesbank sport field A & B: New floodlighting and security measures	R	R585 000	R537 550	100.00%
TOTAL	R14 799 000	R15 322 423	R15 202 592	

(h) Comment on electricity distribution performance overall

PRIORITY OF 4 LARGEST CAPITAL PROJECTS

Upgrading of electrical infrastructure

One of the largest capital projects is the on-going annual replacement, upgrading and refurbishment of obsolete electrical network components and infrastructure. Sections of the electrical networks have exceeded their design lifespan of 40-50 years and in terms of NERSA license conditions all municipalities are required to allocate at least 6% of electricity revenue towards this end. The priority is to first replace network components such as obsolete switchgear where operator safety is at risk and subsequently medium voltage and low voltage networks.

The following largest projects in this regard were completed in 2018/19:

- (1) Upgrading of cable networks to increase capacity to the Phola Park & De Hoop developments as well as proposed new housing developments in Westbank Malmesbury.
- (2) Extension of the Darling Weg substation by installation of medium voltage switchgear in order to provide additional capacity for planned housing developments.
- (3) Replacement of obsolete technology street and area lighting by means of energy efficiency and demand side management grant funding allocated by the Department of Mineral Resources and Energy.
- (4) Replacement of obsolete miniature substations.

VARIANCES BETWEEN BUDGET AND ACTUAL

The variances between budget and actual achieved are minimal and within the required performance parameters set. The total capital budget variance is -0.011%. The year 5 targets as set out in the IDP can be attained provided that the projected budget provisions can be maintained.

PERFORMANCE RELATED TO ESKOM AGREEMENTS

The performance related to agreements reached with Eskom pertaining to upgrading and increased capacity is as follows:

A new agreement to increase the capacity of the Eskom electricity supply to Yzerfontein was accepted in 2016/17. As a result of the limited Eskom bulk capacity in the Yzerfontein area and the projected growth, a further application was lodged with Eskom in an attempt to secure the remaining capacity of 0.9MVA. Eskom provided a quotation during 2018/19 which was accepted and the available capacity is secured..

3.2.4 REFUSE REMOVAL

(a) Introduction

A weekly household refuse removal service is available for all urban households in the Swartland and a limited service is provided outside urban areas. Households outside urban areas have access to various landfill sites in the Swartland as well as several waste transfer stations.

Illegal dumping remains a concern for Swartland Municipality. The clearing of illegal dumping captures valuable resources and it has been noted that the volumes of illegal dumping removed nearly equates 50% of the volumes removed by refuse compactors from businesses and households. An illegal dumping campaign is planned for 2019/2020 comprising several promotional items and awareness initiatives at schools.

The recycling at the Highlands landfill remains successful and a saving of 29% air space was achieved. The site is well managed and continues with its compliance track record of more than 95%.

(b) Households - Refuse Removal Delivery Levels (2011 Census)

Above minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Removed by local authority/private company at least once a week	750	21 578	22 328	406	32 268	32 674

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Communal container/central collection point	0	0	0	0	303	303
No rubbish disposal	248	60	308	0	20	20
Other	250	30	280	171	34	205
Own refuse dump	4 656	210	4 866	4 712	151	4 863
Removed by local authority/private company less often	258	63	321	266	213	479
Communal refuse dump	1 068	151	1 219	458	136	594
TOTAL	6 480	514	6 994	5 607	857	6 464

(c) Households - Refuse Removal Delivery Levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Refuse Removal	Kerbside collection once a week	6 796	17.36%	198	0.00%	6 465	16.52%	0	0.00%

(d) Refuse Removal performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that all Swartland residents have access to a high quality and continuous refuse removal service	4/09-0051	Number of legitimate complaints regarding refuse removal	5 pm maximum	2.8 pm average for the year	3	5 pm maximum	3.3 pm average for the year	3.6	5 pm maximum	
Manage waste sites in an environmentally sensitive manner	4/09-0055-1	All sites except Highlands monitored by external auditors	Yes (annually by April)	Yes	3	Yes (annually by April)	Yes	3	Yes (annually by April)	
Manage waste sites in an environmentally sensitive manner	4/09-0055-2	Proposed actions for implementation and budgeting reported to Council	Yes (annually by April)	No	0	Yes (annually by April)	Yes	3	Yes (annually by April)	
Continuously monitor the Highlands site	4/09-0056	Number of monitoring done by external auditors (Highlands)	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Minimised solid waste	4/09-0057-1	% of quarterly recycling target met (per weight)	15% (of weight of refuse received, diverted and recycled)	19.2% pm average for the year	3	15% of weight of refuse received, diverted and recycled	19.7% pm average for the year	4	15% of weight of refuse received, diverted and recycled	
Minimised solid waste	4/09-0057-2	% of quarterly recycling target	27% (of	31.1%	3	27.0% of	29.6%	3.3	27.0% of	

		met (per volume)	volume of refuse received, diverted and recycled)	pm average for the year		volume of refuse received, diverted and recycled	pm average for the year		volume of refuse received, diverted and recycled	
Clean all municipal roads to an acceptable standard	4/09-0058	Number of legitimate written complaints regarding dirty roads received	5 pm maximum	2.0 pm average for the year	3	5 pm maximum	1.7 pm average for the year	3.9	5 pm maximum	
Ensure up to date policies	4/17-0031	Integrated Waste Management Plan reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Guidance and training	4/17-0032	Training needs identified for staff	Yes (annually by March)	Yes (done in Nov 2017)	3	Yes (annually by March)	Yes	3	Yes (annually by Nov)	
Western Cape Waste Forum	4/17-0034	Number of representations by the Swartland Municipality on the Western Cape Waste Forum and any meeting concerning solid waste.	1 per quarter	2 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Report to Province	4/17-0035	Number of reports concerning solid waste data / statistics on all landfill sites submitted to Provincial Government	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Productive workforce	4/17-0181	% of person days lost per month due to sick leave	4% pm maximum	1.7% pm average for the year	3	4% pm maximum	2.5% pm average for the year	3.3	4% pm maximum	

(e) Employees: Refuse Removal

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	44	43	44	1	2.27%
04 - 06	10	10	10	0	0.00%
07 - 09	10	10	10	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	1	0	1	1	100.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	67	65	67	2	

(f) Financial Performance: Refuse Removal

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R13 209 749	R15 105 466	R15 105 466	R14 179 987	-6.53%
2 Contrated Services	R10 359 844	R11 334 779	R11 637 619	R12 166 862	6.84%
3 Other	R5 944 550	R6 603 480	R7 959 735	R6 243 354	-5.77%
TOTAL	R29 514 143	R33 043 725	R34 702 820	R32 590 203	

(g) Capital Expenditure: Refuse Removal

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
09-0027 Refuse bins, traps, skips	R30 000	R34 600	R34 600	13.29%
11-0059 Equipment Refuse Removal	R15 000	R14 415	R14 297	-4.92%
16-0023 Vehicles Refuse: CK37315 Nissan UD290	R2 415 000	R2 305 635	R2 310 980	-4.50%
17-0087 Upgrading of Riebeek West transfer station	R3 000 000	R150 000	R121 970	-2359.62%
TOTAL	R5 460 000	R2 504 650	R2 481 847	

(h) Comment on refuse removal performance overall

The Municipality envisages to upgrade the waste transfer station in Riebeeck West. The procurement process was completed in 2018/2019 and the construction will follow in 2019/2020.

All refuse landfill sites of Swartland Municipality licensed and externally audited annually except for Highlands landfill site which is audited quarterly.

3.2.5 HOUSING**(a) Introduction**

Swartland Municipality's strategy is to promote, facilitate and develop integrated and sustainable human settlements. The Human Settlement Housing Pipeline of the Municipality is of great importance as it allows the Municipality to clearly and concretely present their municipal housing strategy in terms of specific housing projects with accompanying budgets for the short, medium and long term.

The successful completion of some projects is however subject to funding, suitable land and some bulk infrastructure upgrades.

(b) Percentage of households with access to basic housing (2016 Community survey)

Census Year	Households In Formal Settlements	Households In Informal Settlements	Total Number Of Households
2016	37 024	2 115	39 139

(c) Housing performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Effectively administer Council resources	4/09-0122	% of flats allocated within one month after being vacated	100%	100%	3	100%	100%	3	100%	
Provide an effective and client orientated housing service	4/09-0123-1	% of available housing funds spent	100%	75%	2.2	100%	80.6%	2.4	100%	
Provide an effective and client orientated housing service	4/09-0123-2	% of contractors paid within 30 days from receiving a certified invoice	100%	100%	3	100%	100%	3	100%	

Ensure that housing access is provided in line with planning	4/09-0124-1	Number of top structures in Riebeek West completed	220 for the year	215	2.9	244 for the year	63	1	244 for the year	
Support disaster victims in cases where houses were totally destroyed	4/09-0125-1	Application for funds submitted	Yes	N/a	0	Yes	N/a	0	Yes	
Support disaster victims in cases where houses were totally destroyed	4/09-0125-2	If funds were provided, % of disaster victims supported	100%	N/a	0	100%	N/a	0	100%	
Maintain functional structures to address housing issues	4/09-0127	Number of housing committee and technical meetings held	20 for the year	18 for the year	2.7	20 for the year	20 for the year	3	20 for the year	
Ensure that all new home owners are informed and aware of responsibilities and rights	4/09-0129	Number of training sessions held	10 for the year	15 for the year	3	10 for the year	17 for the year	4	10 for the year	
Development of a human settlement plan	4/09-0130	Housing pipeline reviewed and submitted to Council	Yes (annually by May)	No	3	Yes (annually by May)	No	0	Yes (annually by May)	Still awaiting confirmation of funding from DHS
Ensure up to date policies	4/17-0001-1	Human Settlement Plan reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Ensure up to date policies	4/17-0001-2	Housing allocation policy reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Guidance and training	4/17-0002	Personnel nominated for training and development courses	Yes (annually by March)	Yes (done in Oct)	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0003	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Respond to complaints in respect of rental stock	4/17-0004	% of complaints responded to within 7 days	100%	100%	3	100%	100%	3	100%	
Housing Programmes in the	4/17-0005-1	Number of engagements with	8 for the	13 for	3	8 for the	17 for	5	8 for the	

Swartland area		DHS with regards to implementation and evaluation of housing development projects	year	the year		year	the year		year	
Housing Programmes in the Swartland area	4/17-0005-2	% transfer of ownership (title deeds) completed	80% (782) of houses/ serviced sites handed over to beneficiaries - transfer of ownership completed	84.2% (823) for the year	3.2	80% (=395) of houses/ serviced sites handed over to beneficiaries - transfer of ownership completed	40.0% (158 transfers for the year)	1.2	80% (=395) of houses/ serviced sites handed over to beneficiaries - transfer of ownership completed	
Performance of contractors	4/17-0006	Number of site meetings held with contractor and report submitted to director	10 for the year	10 for the year	3	10 for the year	10 for the year	3	10 for the year	
Productive workforce	4/17-0173	% of person days lost per month due to sick leave	4% pm maximum	2.3% pm average for the year	3	4% pm maximum	2.4% pm average for the year	3.3	4% pm maximum	

(d) Employees: Housing Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

(e) Financial Performance: Housing Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 251 900	R1 446 177	R1 446 177	R1 433 747	-0.87%
2 Contrated Services	R32 839	R33 784 500	R3 090 942	R27 663 150	-22.13%
3 Other	R775 097	R1 517 878	R1 523 265	R1 248 063	-21.62%
TOTAL	R2 059 836	R36 748 555	R6 060 384	R30 344 960	

(f) Capital Expenditure: Housing Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
18-0065 Housing Kalbaskraal Housing Project	R0	R1 300 000	R512 168	100.00%
18-0018 Malmesbury De Hoop Housing Project (Professional Fees)	R5 000 000	R1 500 000	R0	0.00%
17-0090 Housing Riebeek West: Rehabilitation of dumping site	R0	R3 086 364	R0	0.00%
18-0064 Housing Riebeek Kasteel Housing Project	R0	R4 802 713	R1 881 654	100.00%
18-0058 Housing: Erf 3715 - services	R300 000	R300 000	R0	0.00%
18-0066 Housing Sibanye-Moorreesburg	R0	R950 287	R950 287	100.00%
18-0019 Housing Abbotsdale Social Economic Facility Project	R1 500 000	R1 500 000	R0	0.00%
TOTAL	R6 800 000	R13 439 364	R3 344 108	

(g) Comment on Housing performance overall

During the financial year under review the Municipality manage to completed 244 Serviced Sites in Riebeek Wes Housing Project, under the Integrated Residential Development Programme (IRDP). Busy with construction of 229 houses in Riebeek-Wes.

Ward 6 : in terms of the housing pipeline 36 opportunities will be created in the 2019/20 financial year.

Ward 7 : busy with UISP (service sites) in Kalbaskraal which will create 130 opportunities.

Ward 11 : Malmesbury - We are busy with the planning and implementing of a formal Housing Catalytic Project in the De Hoop Area which will create opportunities +- 2000 beneficiaries and the project will run over 2-3 financial years.

Ward 12: Riebeek- Kasteel - Busy with implementing a service sites project in Riebeek-Kasteel which will create 438 opportunities.

3.2.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

(a) Introduction

The criteria for assistance to indigent households, in terms of the 2019 Indigent Policy of Swartland Municipality, entail the following:

- where the property occupied by such owner is valued at R95 000 or less, or as determined by council annually, provided that the R15 000 exemption as contemplated in section 17(1)(h) of the Act shall be excluded from the R95 000 and the combined income of all the persons residing on the property does not exceed R4 515;
- where the property that is occupied by the owner is valued at more than R95 000, but the combined income of all the persons residing on the property does not exceed R4 515;
- where the occupier is not the owner of the property and the combined income of all the persons residing on the property does not exceed R4 515.

None of the persons residing on a property, mentioned above, may own any other immovable property.

Subject to sustainability and affordability, financial assistance to an indigent owner or tenant will be appropriated as follows:

- 50 kWh electricity per month plus the basic charge for electricity for the month where a conventional meter is still applicable;
- sanitation fees or the fees payable in respect of the pumping of a suction tank to an amount equal to the tariff determined;
- fees for waste removal;
- 6 kl water per month; which shall include the water network charge for the month;
- rates payable to a maximum amount calculated at the tariff multiplied by R95 000;
- Sewerage blockages for indigent households will be subject to a reduced sewerage service fee as determined by the director of finance and subject to the municipality's rates and tariff policies in compliance with the System's Act.

(b) Free Basic Services To Low Income Households (current year)

Total Number Of Households	Number Of PoorHouseholds	
39 139	8 923	
Service Name	Households	Percentage
Electricity Distribution	7 930	88.87%
Rates Services	7 973	89.35%
Refuse Removal	8 746	98.02%
Sewerage Services	8 435	94.53%
Water Services	8 923	100.00%

(c) Financial Performance: Cost to Municipality of Free Basic Services Delivered (current year)

Service	Original Budget	Adjustment Budget	Actual
Electricity Distribution	R4 010 840	R4 010 840	R3 003 340
Rates Services	R2 678 018	R2 678 018	R1 748 749
Refuse Removal	R12 984 760	R12 984 760	R8 747 889
Sewerage Services	R22 769 691	R22 769 691	R14 968 466
Water Services	R16 009 462	R16 009 462	R10 119 590

(d) Comment on free basic services and indigent support

The following services are subsidised to indigent households:

- 50 kWh electricity per month plus the basic charge for electricity for the month where a conventional meter is still applicable;
- sanitation fees or the fees payable in respect of the pumping of a suction tank to an amount equal to the tariff determined;
- fees for waste removal;
- 6 kl water per month; which shall include the water network charge for the month;
- rates payable to a maximum amount calculated at the tariff multiplied by R95 000;
- Sewerage blockages for indigent households will be subject to a reduced sewerage service fee as determined by the director of finance and subject to the municipality's rates and tariff policies in compliance with the System's Act.

All the new low-cost housing schemes have immediate access to free basic services. Swartland Municipality also assist indigent households situated in areas where Eskom is the service provider for electricity with free basic electricity in terms of a service agreement entered into between Swartland Municipality and Eskom.

Free Basic Services to indigent households have increased from 8 738 on 30 June 2018 to 8 923 on 30 June 2019.

3.3 ROAD TRANSPORT

3.3.1 PROCLAIMED ROADS, STREETS AND STORM WATER

(a) Introduction

ROADS

The urban road network in Swartland Municipality comprises 73km of gravel roads and 318km of permanently surfaced roads.

Securing sufficient funding for the maintenance of roads remain a challenge and therefore the municipality has taken a strategic decision to increase the spending on infrastructure maintenance. To this end, R26 000 000 was spent on the resurfacing of roads.

Master planning is kept up to date to ensure that the road network is sufficient for future growth and to implement upgrading projects timeously. In this regard there are continuous engagements with provincial and national roads authorities.

STORM WATER

The storm water drainage network in urban areas in the Swartland municipal area comprises a piped system and open drainage channels with a length of approximately 200 km. The drainage system is in a fair condition with some instances of poor conditions. There are still some areas where there are no formal drainage networks and this causes flooding during winter. The upgrading of roads however contributes to the addressing of this backlog as storm water drainage is installed together with the construction of roads.

The misuse of the storm water system remains a matter of concern. Blockages that cause flooding frequently occur due to foreign matter entering drainage pipes. Maintaining and cleaning the system is an ever increasing expense and effort.

(b) Kilometres Gravel Road Infrastructure

Total Gravel Roads	New Gravel Roads Constructed	Gravel Roads Upgraded To Tar	Gravel Roads Graded / Maintained
73	0	0	73

(c) Kilometres Tarred Road Infrastructure

Total Tarred Roads	New Tar Roads	Existing Tar Roads Retarred	Existing Tar Roads Resheeted	Tar Roads Maintained
320	0	0	18	320

(d) Kilometres Storm water Infrastructure

Total Stormwater Measures	New Stormwater Measures	Stormwater Measures Upgraded	Stormwater Measures Maintained
202	0	0	202

(e) Cost of Construction/Maintenance - Roads

Gravel New	Gravel - Tar	Gravel Maintained	Tar New	Tar Re-Worked	Tar Maintained
0	0	R6 913 920	R0	R13 976 948	R32 948 937

(f) Cost of Construction/Maintenance – Storm water

New Stormwater Measures	Upgraded Stormwater Measures	Maintained Stormwater Measures
0	0	R14 391 181

(g) Streets and Storm Water performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Implementation of planned road maintenance activities	4/09-0031-2	% of the operating budget allocated for maintenance spent	95% for the year	97% for the year	3	90% for the year	92% for the year	3.1	90% for the year	
Ensure client orientated service provision	4/09-0032-1	% of new street accesses completed within 10 working days	100%	100%	3	100%	100%	3	100%	
Ensure client orientated service provision	4/09-0032-2	% of flood incidents reacted on within 3 hours after the incident has been reported	100%	100%	3	100%	100%	3	100%	

(h) Employees: Streets and Storm Water

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	26	26	26	0	0.00%
04 - 06	21	20	21	1	4.76%
07 - 09	18	17	18	1	5.56%
10 - 12	4	4	4	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	70	68	70	2	

(i) Financial Performance: Streets and Storm Water

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R14 170 410	R15 380 487	R15 380 487	R14 999 739	-2.54%
2 Contrated Services	R4 332 347	R17 079 333	R18 118 108	R18 253 447	6.43%
3 Other	R30 925 014	R30 354 384	R30 783 680	R31 405 558	3.35%
TOTAL	R49 427 771	R62 814 204	R64 282 275	R64 658 744	

(j) Capital Expenditure: Streets and Storm Water

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
18-0056 Vehicles Roads: CK7154 Trailer Roller	R357 000	R215 408	R215 408	-65.73%
15-0027 RSEP - Roads: Safe taxi stops and shelters	R0	R1 189 298	R1 189 298	100.00%
09-0004 Resealing of roads - Swartland	R14 000 000	R13 982 467	R13 977 703	-0.16%
11-0060 Equipment Streets and Storm Water	R49 000	R54 284	R54 258	9.69%
18-0008 Roads: Upgrading of the Pieter Berg/Bokomo traffic light to enable synchronisation	R440 000	R440 000	R438 052	-0.44%
17-0022 Vehicles Roads: CK41130 Isuzu KB 250 Tipper	R380 100	R291 257	R291 257	-30.50%
17-0080 Roads: Ward Committee projects	R400 000	R396 873	R396 873	-0.79%
TOTAL	R15 626 100	R16 569 587	R16 562 848	

(k) Comment on the performance of proclaimed roads and streets overall

The amount of R26 000 000 was spent on the resealing and the rehabilitation of roads and the amount of R1 300 000 was spent on the construction of taxi stops.

Construction work on the N7/Darling road interchange has been completed and the traffic signal at the Bokomo/Pieter Berg intersection upgraded in order to enable the synchronization of traffic signals along the interchange and Bokomo/Darling road.

The anticipated upgrade of the Bokomo and Voortrekker upgrade has been delayed for another 12 months due to outstanding approval of design drawings and cost estimates by the Department of Transport. There has been several engagements with the Department but unfortunately approval is still awaited. A matter of concern is the escalation in construction costs due to the delays in approval.

The IDP has five strategic goals and proclaimed roads, streets and stormwater are aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

(I) Comment on the performance of storm water overall

The IDP has five strategic goals and proclaimed roads, streets and stormwater are aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic goals are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

3.4 PLANNING AND DEVELOPMENT

3.4.1 INTRODUCTION

This municipality has completed their Land Use Planning By-Law as one document to manage Land use and Land Development applications.

Swartland Municipality has adopted the 2017-2022 Spatial Development Framework in terms of above by-law in May 2017.

The need arose to amend the SDF for specific focus areas including housing, institutional and cemeteries needs. The amendment of the Municipal Spatial Development Framework is in alignment with national, provincial and local legislation and policy, including the regulations as provided in the Spatial Planning Land Use Management Act (SPLUMA), the Land Use Planning Act (LUPA), the Swartland Municipality: Land Use Planning By-Law, the Municipal Systems Act (MSA) and to follow the next cycle of the Swartland Integrated Development Plan.

A public participation process following during February/March 2019 and public open days were held to share more in depth information regarding the focus areas of the amendment of the SDF.

The amended SDF was approved by Council on 30 May 2019.

3.4.2 BUILT ENVIRONMENT

(a) Introduction

Swartland Municipality has adopted their new Spatial Development Framework in terms of the Swartland Municipality: Municipal Land Use Planning By-law. This SDF is in alignment with our IDP, SPLUMA and LUPA.

All land use applications whereby no objections have been received within the public participation are finalised by the authorised employee within 90 days. All other land use applications with comments/objections are been dealt with by the Municipal Planning Tribunal.

With regards to building control a performance indicator of 20 days has been set to finalise and/or approved building plans. The actual result is 18 days. The Town Planning Division assists the Building Control Division to such an extent that all town planning matters are clarified before building plans are officially submitted to the Building Control Division.

Our new General Valuation Roll has been implemented on 1 July 2016 - date of valuation is 1 July 2015. Since the implementation of the General Valuation Roll six Supplementary Valuations Rolls have been implemented. The next General Valuation roll will be implemented on 1 July 2020 - date of valuation is 1 July 2019.

(b) Applications for Built Environment

	Subdivision		Rezoning		Building Plans	
Application Category	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year
Applications withdrawn	1	0	1	0	0	0
Applications outstanding at year end	0	8	4	10	30	4
Determination made in year of receipt	53	54	47	29	932	1122
Determination made in following year	0	8	0	10	30	4
Planning application received	54	62	52	39	962	1126

(c) Planning, Valuation and Building Control performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure implementation of the Spatial Development Framework	4/09-0139-1	SDF reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Ensure implementation of the Spatial Development Framework	4/09-0139-2	Report to Director on action plans prioritised and linked to budget (subject to availability of funds)	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	

Ensure that properties are valued correctly	4/09-0143	Supplementary valuation role updated	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	
Continue the process of data cleansing and to reconcile properties on the financial system (Promun) to that of the Deeds Office, Surveyor-General's office as well as the Valuation Roll	4/13-0007	Number of reports on process of data cleansing	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Ensure up to date policies	4/17-0167-1	Policies and strategies reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Guidance and training	4/17-0168	Training needs and development course identified for staff	Yes (annually by March)	Yes (done in Oct)	3	Yes (annually by March)	Yes	3	Yes (annually by Nov)	
Update risk assessment	4/17-0169	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Ensure proper management of RSEP	4/17-0170	Number of RSEP management reports submitted to Provincial Department	1 per quarter	6 for the year	3	1 per quarter	8 for the year	3	1 per quarter	
Productive workforce	4/17-0174	% of person days lost per month due to sick leave	4% pm maximum	1% pm average for the year	3	4% pm maximum	2.7% pm average for the year	3.4	4% pm maximum	
Decisions and appeals in terms of MSA and municipal planning by-law	4/17-0199	Number of reports on decisions and appeals in terms of land use planning by-law	10 for the year	4 for the year	3	10 for the year	4 for the year	3		KPI not workable and changes on 1 July 2019
Partnership with stakeholder Cape Nature, Heritage Western Cape (HWC), Department of Environmental Affairs and	4/18-0003-1	Identify municipal land for conservation and biodiversity			0	Yes (by June 2019)	Yes	3		

Development Planning (DEADP) and the SA National Biodiversity Institute (SANBI) on areas of conservation and biodiversity										
Partnership with stakeholder Cape Nature, Heritage Western Cape (HWC), Department of Environmental Affairs and Development Planning (DEADP) and the SA National Biodiversity Institute (SANBI) on areas of conservation and biodiversity	4/18-0003-2	Survey the identified areas			0	Yes (by June 2019)	Yes	3		
Partnership with stakeholder Cape Nature, Heritage Western Cape (HWC), Department of Environmental Affairs and Development Planning (DEADP) and the SA National Biodiversity Institute (SANBI) on areas of conservation and biodiversity	4/18-0003-3	Obtain Council decision			0	Yes (by June 2019)	Yes	3		
Provide sustainable infrastructure and services	4/18-0006-1	Amend bylaw to cater for film industries in Swartland			0	Yes (by June 2019)	Yes	3		
Provide sustainable infrastructure and services	4/18-0006-2	Review SDF residential space and infrastructure based on growth models			0	Yes (by June 2019)	Yes	3		
Obtain land use rights and secure funding for (FLISP) housing, Gap housing and social housing	4/18-0007	Rights obtained			0	Yes (By June 2019)	Yes	3		

(d) Employees: Planning, Valuation

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	3	3	3	0	0.00%
16 - 18	2	2	2	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	6	6	6	0	

(e) Employees: Building Control

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	3	3	3	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	6	6	6	0	

(f) Financial Performance: Planning, Valuation

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R3 580 491	R4 674 669	R4 674 669	R4 162 662	-12.30%
2 Contrated Services	R1 320 579	R1 968 369	R2 079 369	R1 903 991	-3.38%
3 Other	R778 655	R881 176	R860 176	R849 469	-3.73%
TOTAL	R5 679 725	R7 524 214	R7 614 214	R6 916 122	

(g) Financial Performance: Building Control

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 768 331	R2 718 532	R2 718 532	R2 555 941	-6.36%
2 Contrated Services	R0	R0	R0	R0	0.00%
3 Other	R67 031	R64 314	R64 314	R54 666	-17.65%
TOTAL	R2 835 362	R2 782 846	R2 782 846	R2 610 607	

(h) Capital Expenditure: Planning, Valuation and Building Control

Projec Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
17-0100 RSEP - Entrepreneurial Hub	R400 000	R3 372 213	R3 372 213	88.14%
TOTAL	R400 000	R3 372 213	R3 372 213	

(i) Comment on Planning, Valuations and Building Control overall

The work of these three sections contributes towards economic development in the Swartland and creating jobs.

The administration processes have been streamlined in order to enhance economic development and job creation in our area.

3.4.3 LOCAL ECONOMIC DEVELOPMENT

(a) Introduction

The LED Strategy approved in May 2018 contains the following **strategic goals for economic growth and inclusion**:

- 1. Strengthen the competitive advantages of Swartland.** Make it increasingly attractive as a good place for business to operate from, for their employees to work, live and play. Build on the current advantages including: Easy access to metro markets, good work ethic, lower costs structures, country lifestyle, good government, quicker decisions and social cohesion.
- 2. Attract business to locate and grow here.** Make it quick and easy to invest and expand. The consequence will be growth in employment and more money circulating in the local economy. This money will benefit local businesses in the retail and services sectors.
- 3. Make local markets work better to increase opportunity for small business.** Improve small business access to new market opportunities, access to business development support services and to finance. The municipality cannot provide these services but can assist to facilitate easier access to these services. Market access can be improved by systematic linking of local suppliers to the large public - and private sector buyers. Linking these local firms also to networks of expertise will further enhance their ability to meet the requirements of the large buyers. Businesses linked to lucrative value chains grow faster.
- 4. Attract more rate paying citizens to live here.** Target families who are cost aware and who seek a safer, country lifestyle with good schools. Also tap into the ongoing exodus of retirees from all over the country - escaping specifically from government failure, increasing crime levels and rising cost of living. Besides contributing to municipal financial sustainability, their investment spent in the local economy will provide further increase in money circulating in the local economy.
- 5. Make it easier for local citizens to access economic opportunity.** Support citizens to access new job opportunities and skills development that will qualify them for new job opportunities.

7 new LED initiatives selected to achieve maximum impact, quickly and efficiently:

1. Gain commitment from key stakeholders to collaborate systematically to strengthen local competitive advantages
2. Ensure adequate supply of land and services for commercial and industrial premises
3. Establish an investment promotion and facilitation system
4. Establish a local business opportunity network incl. a local business directory
5. New (more enabling) Spatial Development Framework
6. Establish an information portal pointing to best information sources including local support services
7. Develop a more effective tourism destination marketing and development business model.

(b) Jobs Created by LED Initiatives (Excluding EPWP projects)

Description	Tender Number	Jobs Created	Jobs Lost	Net Total Jobs	Method
Maintenance: Yzerfontein Community Hall and Darling Outreach Building	T18/18/19	30	0	0	
Community based collection of Solid Waste	T04/18/19	8	0	0	
Construction New Public Parks, -facilities and Taxi Stops, Malmesbury	T31/17/18	10	0	0	
	T06/18/19: Security Fence, Mechanical and Electrical Equipment, Wesbank Reservoir	20	0	0	
Maintenance of Wesbank Community Hall and Malmesbury Traffic Station	T17/18/19	19	0	0	
Construction of Solid Waste Drop Offs, Riebeek-Wes and Yzerfontein	T36/18/19	8	0	0	
Construction and implementation agent for Riebeek Kasteel and Kalbaskraal Housing	T20/18/19	22	0	0	
Riebeek Kasteel New Community Hall	T19/18/19	15	0	0	
Upgrading of Yzerfontein Caravan Park	T32/17/18	13	0	0	
New buildings for Sport Facility, Chatsworth	T49/17/18	38	0	0	

(c) Job creation through EPWP projects

Number Of Projects	Number Of Jobs	Notes
28	356	

(d) Local Economic Development performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Jobs created through municipality's LED initiatives including capital projects	1/14-0026	Number of jobs created through Municipality's capital projects (contracts > R200 000)	150 for the year	193 for the year	4	150 for the year	183 for the year	3.7	150 for the year	
2 Indicators from IDP										
2.1 Gain commitment from key stakeholders to collaborate systematically to strengthen local competitive advantages	2/17-0033	Number of key stakeholder groups actively contributing to improved competitive advantage	5 by end of 2018, 10 by end of 2020, 15 by end of 2022	16 for the year	3	5 by end of 2018	7 by the end of 2018	4.2	10 by end of 2020, 15 by end of 2022	
2.2 Ensure adequate supply of land and services for commercial and industrial premises.	2/17-0034	Number of well located, serviced industrial sites available	10 by end of 2018, 15 by end of 2020, 20 by end of 2022	10 for the year	3	10 by end of 2018	10 by the end of 2018	3	15 by end of 2020, 20 by end of 2022	
2.3 Establish an investment promotion and facilitation system	2/17-0035	An investment promotion and facilitation system established	12 by end of 2018, 24 by end of 2020, 36 by end of 2022	14 for the year	3	Yes (by June 2019)	Yes	3		
2.4 Establish a local business opportunity network incl. a local business directory	2/17-0036	Number of opportunities advertised / shared with Swartland businesses	20 by end of 2018, 50 by end of 2020, 100 by end of 2022	38 for the year	3	20 by end of 2018	70 by end of 2018	3	50 by end of 2020, 100 by end of 2022	
2.5 New (more enabling)	2/17-0037	Number of key constraints to	1 by end	1 (met	3	1 by end of	1 by end	3	2 by end	

Spatial Development Framework		growth removed	of 2018, 2 by end of 2020, 3 by end of 2022	in Nov 2017)		2018	of 2018		of 2020, 3 by end of 2022	
2.6 Establish an information portal pointing to best information sources including local support services	2/17-0038	Number of unique visitors (local, with more than 1 page view)	100 by end of 2018, 300 by end of 2020, 400 by end of 2022	141 for the year	3	100 by end of 2018	160 by end of 2018	3	300 by end of 2020, 400 by end of 2022	
3 Indicators Directors										
Liaison with business role-players	3/09-0001	Annual event with local business held	Yes (before end of June)	Yes	3	Yes (before end of June)	Yes	3	Yes (before end of June)	
LED fund management	3/09-0012	% of the LED funds actually spent	90% for the year	62.9% for the year	2.1	90% for the year	100% for the year	3.3	90% for the year	

(e) Comment on Local Economic Development overall

Monitoring and evaluation of LED progress will be enhanced to speed up learning and skills in LED. A new online monitoring system has been introduced for all local development stakeholders. Whereas the main objective is to learn, it is important to also utilise the opportunity to recognise the champions of success stories.

The purpose of evaluation is to measure progress, reflect on what worked as planned and what did not. And then to learn from the new insights gained. Working smarter increases the scale of future results. Without evaluation, mistakes are repeated. Evaluation will be integrated with the monitoring system and will focus on the measurement of actual output, outcomes and impact resulting from economic development Initiatives. To make the evaluation process easier, the LED performance framework provides a default set of performance indicators.

3.5 COMMUNITY AND SOCIAL SERVICES

3.5.1 COMMUNITY DEVELOPMENT AND THUSONG SERVICE CENTRES

(a) Introduction

The Community Development division consists of a manager, a principle clerk, a community development officer (Youth Focus) who are supported by an administrative assistant, community development officer (ECD) and one Thusong Service Centre Officer who are supported by one administrative assistant, a caretaker. The team worked hard to achieve goals and to work more integrated. This was demonstrated with collaborative projects like the Thusong outreaches and Road shows of the Swartland Social Development Forum. This enabled the programmes to continue despite sick leave or annual leave by some staff members towards seamless service delivery within the division. Also the division reached out to communities together with NGO and government partners to provide integrated service delivery in the social sector. The division also made a shift towards outcome based programmes and not once off projects. Furthermore programmes were implemented together with the beneficiaries and were focussed on establishing structures that will make it easier for communities to work in collaboration with service providers. This approach stems from the vision of the Swartland Municipal Social Development Policy and Strategy 2017 to strengthen the social fabric of the community. Below follows the results of implementing this approach in practice.

(b) Community Development performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Promote the development of child facilities	4/09-0114-1	Number of capacity building sessions with ECD organisations in the Swartland municipal area	10 for the year	10 for the year	3	10 for the year	17 for the year	5	10 for the year	
Promote the development of child facilities	4/09-0114-2	Number of quarterly reports submitted on the implementation of capacity building interventions / sessions	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Promote the development of child facilities	4/09-0114-3	Number of unregistered facilities assisted to register their facilities	20 for the year	50 for the year	3	20 for the year	37 for the year	5	20 for the year	
Promote the development of child facilities	4/09-0114-4	Number of M&E done at Childcare facilities in collaboration with DSD	12 for the year	25 for the year	3	12 for the year	14 for the year	3.5	12 for the year	
Promote the development of child facilities	4/09-0114-5	Number of ECD forum and committee planning meetings	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	
Promote the capacity of young	4/09-0115-1	Number of people (including	4000 for	5102 for	3	3 520 by	4576 for	3.9	3 520 by	

adults		youths) assisted with career guidance and information about economic opportunities.	the year	the year		June 2019 with a 10% increase annually	the year		June 2019 with a 10% increase annually	
Promote the capacity of young adults	4/09-0115-2	Number of youths from the Swartland community who entered into job opportunities with assistance from the Youth Office	30 for the year	50 for the year	3	30 for the year	40 for the year	4	30 for the year	
Promote the capacity of young adults	4/09-0115-3	Number of training, internships and learnerships opportunities in collaboration with other Departments with assistance from the Youth Office	10 for the year	10 for the year	3	10 for the year	11 for the year	3.3	10 for the year	
Promote access to social development services for vulnerable people	4/09-0116-1	Number of people reached through government services at the Ilinge Lethu Thusong centre	700 per month	1109 pm average for the year	3.5	700 per month	515 pm average for the year	3	700 per month	A decrease of people who apply for SASSA grants CPS services no longer together with SASSA days
Promote access to social development services for vulnerable people	4/09-0116-2	Number of Thusong Mobile Outreaches implemented in the Swartland municipal area	5 for the year	7 for the year	3	5 for the year	8 for the year	4.8	5 for the year	
Promote access to social development services for vulnerable people	4/09-0116-3	Report to the Director Development Services on the number of referrals from the Community Services Division	50 per month	34.6 pm average for the year	3	Yes (monthly)	Yes	3	Yes (monthly)	
Promote access to social development services for vulnerable people	4/09-0116-4	Number of life skills programmes	30 for the year	40 for the year	3	30 for the year	50 for the year	5	30 for the year	
Promote access to social development services for vulnerable people	4/09-0116-5	Progress reports and financial statements from organisations benefiting from the municipality's subsidy allocation submitted	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Support local economic development through skills development	4/09-0118-1	Number of entrepreneurship training workshops held by referring existing businesses to	2 for the year	3 for the year	3	2 for the year	4 for the year	5	2 for the year	

		SEDA and NYDA								
Support local economic development through skills development	4/09-0118-2	Report on the impact of training workshops which caused an increase in income and quality of life of participants submitted	Yes (annually by August)	Yes	3	Yes (annually by August)	Yes	3	Yes (annually by August)	
Promote the coordination of social development	4/13-0004-1	Number of meetings with Social Development Forum	4 for the year	4 for the year	3	4 for the year	4 for the year	3	4 for the year	
Promote the coordination of social development	4/13-0004-2	Report on the implementation and/or progress of goals set by the Swartland Social Development Forum submitted to the Director	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Promote the coordination of social development	4/13-0004-3	Number of meetings held with Executive Council of Stakeholders (RSEP) to implement community projects in collaboration with sector representatives	4 for the year	5 for the year	3	8 for the year	9 for the year	3.4	8 for the year	
Support the coordination of disaster management	4/16-0001	Number of reports submitted on socio-economic assessments done in the Swartland Municipal area	3 per quarter	18 for the year	3	3 per quarter	16 for the year	3	3 per quarter	
Ensure up to date policies	4/17-0007	Social development policies and strategies reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Guidance and training	4/17-0008	Personnel nominated for training and development courses	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0009	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Inform staff	4/17-0010	Number of division meetings held	10 for the year	10 for the year	3	10 for the year	10 for the year	3	10 for the year	
Partnerships and agreements	4/17-0011	Formal agreements set up with	Yes	Yes	3	Yes	Yes	3	Yes	

		partners for social development, namely Department of Social Development	(annually by June)			(annually by June)			(annually by June)	
Provide community and social development specialist knowledge	4/17-0012	Number of meetings held i.r.o. the coordination of the municipality's internal social development committee	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0175	% of person days lost per month due to sick leave	4% pm maximum	2% pm average for the year	3	4% pm maximum	1.3% average pm for the year	3.8	4% pm maximum	

(c) Thusong Service Centres performance results

There are no separate indicators and targets for Thusong Service Centres.

(d) Employees: Community Development

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	4	4	0	

(e) Employees: Thusong Service Centres

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	4	4	0	

(f) Financial Performance: Community Development

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 999 125	R2 250 389	R2 250 389	R2 160 846	-4.14%
2 Contrated Services	R323 256	R417 700	R411 800	R314 726	-32.72%
3 Other	R81 942	R260 802	R252 802	R70 698	-268.90%
TOTAL	R2 404 323	R2 928 891	R2 914 991	R2 546 270	

(g) Financial Performance: Thusong Service Centres

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R86 115	R165 756	R163 345	R150 505	-10.13%
2 Contrated Services	R23 512	R22 776	R37 093	R135 249	83.16%
1 Employees	R805 996	R1 059 510	R1 059 510	R924 393	-14.62%
TOTAL	R915 623	R1 248 042	R1 259 948	R1 210 147	

(h) Capital Expenditure: Community Development

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
17-0042 Vehicles Community Development - Thusong Centre: CK37749 CITI Golf Storm	R222 600	R211 070	R211 070	-5.46%
17-0088 RSEP - Indoor outdoor sport centre	R4 000 000	R6 827 374	R4 072 861	1.79%
TOTAL	R4 222 600	R7 038 444	R4 283 931	

(i) Comment on the performance of Community Development and Thusong service centres overall

An extensive range of programmes and projects was carried out in the field of social development in 2018/2019. Programmes were implemented according to the six focus areas of the Swartland Social Development Policy and Strategy 2017 focussing on Early Childhood Development and the legalisation of child facilities, child development, youth development, co-ordination and collaboration, access to economy, vulnerable groups.

Promote the legalisation of Early Childhood facilities and Early Childhood Development:

A total of seventeen capacity building sessions were organised for the Early Childhood Development Sector. The ECD forum also has been capacitated to the level where they now organise their own functions and implement their own yearly programme. Assistance to 37 ECD facilities was rendered in order to legalise and register facilities. In total 4 facilities obtained registration at the Department of Social Development.

Promote Child Development:

Two holiday programmes were implemented during the June/July and December holiday period (Two towns could not participate in the December 2018 Holiday Programme had their holiday programme in March 2019). 9-13 July 2017: Theme - Our heritage my story where a total of 2069 children attended; 8-12 December 2018: Theme - Safer Schools where a total of 1217 children attended the school holiday programme. There were 168 children in the March 2019 holiday programme. The total for the two school holiday programmes were 3454 children reached.

Youth development

The number of youth and people from the whole of the Swartland community assisted with career guidance and information about economic opportunities were 4576 for the year. In terms of youth development a total of 715 youth received assistance with job applications were placed in job opportunities and 40 youth are employed. One hundred and two youth were placed in learnership, internship and apprenticeships programmes with a stipend for a period of time. They are learning a new skill which makes them equipped for other possible job opportunities and earn an income on a monthly basis.

Collaboration and coordination

In terms of collaboration and co-ordination the Swartland Social Development Forum organised an awareness on Persons with Disabilities as well as a Eye-on-the-child Awareness Workshop in partnership with DSD and Child Welfare S.A that focussed on child protection. The Local Drug Action Committee implemented various programmes, from a substance abuse training for the committee and awareness sessions in communities such as Movie nights on Friday evenings in the hotspot territory.

Access to economy

To provide access to the economy 85 youth and people attended the SEDA, NYDA and SEFA roadshow. 23 People are equipped with skills (marketing, financial and product) to

enhance their start-up business in order to become sustainable. Three businesses are now registered.

Vulnerable groups

The Thusong programme, by means of the Thusong Service Centre reached an average 470 persons per month by assisting them to access essential government services. Poverty was addressed by expanding the Thusong Service Programme to all towns of the Swartland Municipal area. A total of 8 Thusong outreaches were organised for Darling, Malmesbury (Ilangelethu) x2, Moorreesburg x 3, Riebeeck-Kasteel, Riebeeck-West, People from surrounding towns were bussed in to towns and a total of 2819 people were reached. This made essential government services accessible to the rural communities and enabled community members to access all government services on one day without having to spend money on travelling to offices of nearby towns. Also they did not have to take off an extra day from work to access more than one service.

3.5.2 LIBRARIES

(a) Introduction

Swartland has 9 libraries in its area. All libraries' opening hours are from Monday to Friday from 09:00 until 17:00. The libraries have 32 permanent library personnel. Libraries are financed through the conditional grant from the Department of Cultural Affairs and Sport.

(b) Libraries performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Render a quality library service	4/09-0074	Monthly circulation figures	30 000 per month	36 178 pm average for the year	3	30 000 per month	35 096.5 pm average for the year	3.5	30 000 per month	
Protect library material through consumer training	4/09-0076	Number of annual consumer training programmes	4 pq for 2 qtrs and 5 pq for 2 qtrs	35 for the year	3	4 pq for 2 qtrs and 5 pq for 2 qtrs	46 for the year	5	4 pq for 2 qtrs and 5 pq for 2 qtrs	
Report to PGWC on a monthly basis	4/12-0011	Number of reports on expenditure in terms of municipal replacement fund and grant submitted to PGWC	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure up to date policies	4/17-0084	Policies reviewed in terms of pre-determined schedule	Yes (annually)	Yes	3	Yes (annually)	Yes	3	Yes (annually)	

			by end of June)			by end of June)			by end of June)	
Guidance and training	4/17-0087	Training needs identified for staff	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0088	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Library services	4/17-0089	Business plans compiled and submitted to provincial authorities	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Proper Communication	4/17-0090-1	Consult with directorates and compile integrated communication action plans	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Proper Communication	4/17-0090-2	Communication activities in terms of action plans reported to management	Yes (annually by December)	N/a	0	Yes (annually by December)	No	0	Yes (annually by December)	
Proper Communication	4/17-0090-3	Communication-related activities reported to Provincial Government	Yes (bi-annually by Aug and Feb)	Yes	3	Yes (bi-annually in the first and second half of the financial year)	N/a	0	Yes (bi-annually in the first and second half of the financial year)	KPI and Target removed from 1 July 2019
Performance of contractors	4/17-0091	Number of reports submitted to director on performance of contractors	10 for the year	N/a	0	10 for the year	N/a	0	10 for the year	No contractors appointed for the year
Inform staff	4/17-0092	Number of invocoms	1 per quarter	5 for the year	3	1 per quarter	7 for the year	3	1 per quarter	
Youth Camp	4/17-0093	Evaluation report submitted to Mayoral Committee	Yes (annually	Yes	3	Yes (annually	Yes	3	Yes (annually	

			by May)			by May)			by May)	
Correspondence addressed in a timely manner	4/17-0094	% of all correspondence recorded by Collaborator less than 60 days old	90% per month average	97.3% pm average for the year	3.3	90% per month average	97.5% pm average for the year	3.2	90% per month average	
Productive workforce	4/17-0195	% of person days lost per month due to sick leave	4% pm maximum	3.8% pm average for the year	3	4% pm maximum	2.8% pm average for the year	3.3	4% pm maximum	

(c) Employees: Libraries

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	8	8	8	0	0.00%
07 - 09	8	7	8	1	12.50%
10 - 12	2	2	2	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	18	17	18	1	

(d) Financial Performance: Libraries

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R6 880 894	R7 535 901	R7 535 901	R7 455 887	-1.07%
2 Contrated Services	R127 453	R126 163	R126 163	R115 545	-9.19%
3 Other	R960 138	R897 376	R891 070	R902 588	0.58%
TOTAL	R7 968 485	R8 559 440	R8 553 134	R8 474 020	

(e) Capital Expenditure: Libraries

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
17-0069 Equipment Libraries	R0	R50 000	R49 886	100.00%
18-0077 Equipment Libraries (donated)	R0	R0	R2 350	100.00%
TOTAL	R0	R50 000	R52 236	

(f) Comment on the performance of libraries overall

All nine libraries have free internet access available to the public through the ICT project funded by the Department of Cultural Affairs and Sport. The average monthly circulation of books between the libraries are +- 38 000 and all libraries do two or more outreach programmes through the year. Riebeek Kasteel library offers audio books available for the visually impaired. Moorreesburg library offers educational games sponsored by the Bill and Melinda Gates foundation.

3.5.3 CEMETERIES**(a) Introduction**

Swartland Municipality operates and maintains ten cemeteries. The services provided include the timely and correct preparation of graves for use, maintaining a register of graves and the maintenance of cemeteries to an acceptable level of tidiness. EPWP projects were also implemented for the maintenance of cemeteries. Vandalism of cemeteries and the theft of fences remain a problem throughout the Swartland and the Municipality do not have the resources to effectively deal with this problem. The extension of existing cemeteries and the development of new cemeteries are also problematic due to the tedious public consultation processes and environmental authorisation processes that must be followed.

(b) Service statistics for cemeteries

No employees with respect to cemeteries and crematoriums. Employees are included under Parks and Recreation.

(c) Cemeteries performance results

No Policy Objectives.

(d) Financial Performance: Cemeteries

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R78 458	R133 434	R133 434	R156 412	14.69%
2 Contrated Services	R49 898	R221 511	R221 511	R96 431	-129.71%
3 Other	R216 917	R188 605	R188 605	R228 094	17.31%
TOTAL	R345 273	R543 550	R543 550	R480 937	

(e) Capital Expenditure: Cemeteries

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
18-0005 Cemetery Riebeek Kasteel: Fencing, access and site preparation	R400 000	R547 000	R545 893	26.73%
16-0007 Cemetery Moorreesburg: Fencing	R143 000	R143 000	R128 009	-11.71%

(f) Comment on the performance of cemeteries overall

Construction works for the new cemeteries in Moorreesburg and Riebeek Kasteel has been completed and the cemeteries will be brought into use during 2019/2020.

The IDP has five strategic goals and the provision of cemeteries is aligned to strategic goal five: sufficient, affordable and well-run services.

3.6 ENVIRONMENTAL PROTECTION

3.6.1 OCCUPATIONAL HEALTH AND SAFETY (INCLUDING POLLUTION CONTROL)

(a) Introduction

Air Quality

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires municipalities to introduce the new revised Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards. Municipalities are required to include an AQMP as part of its Integrated Development Plan.

Swartland Municipality's AQMP was approved by Council and forms part of the IDP, as well as that of the West Coast District Municipality.

Dust and odour control form part of the AQMP.

Newly appointed Noise Control Officer for Swartland Municipal area.

2 Air Quality Officers for Swartland Municipality appointed.

A public participation process took place to inform all people in the Swartland municipal area about the plan.

A Database of Fuel burning processes has been established.

Promote a clean and healthy environment

To address all health complaints and applying the By-Law relating to the prevention and suppression of Nuisances – and ensure that all identified erven in urban areas are compliant.

Pest control – only on municipal premises as well as a Annual Pest Control programme where we deal with crawling insects as well as rodents in the municipal sewerage / storm water drain system.

Application for Authorisation for the Installation of Fuel Burning Equipment relating to Swartland Municipal Air Quality By-Law.

(b) Occupational Health and safety performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that all the required safety representatives are in place	4/09-0150	Identified workstation safety rep's in place (minimum of 25)	Yes (quarterly reported)	Yes	3	Yes (quarterly reported)	Yes	3	Yes (quarterly reported)	
Manage injuries on duty	4/09-0151-1	Report on the number and details of serious injuries on duty (e.g. death or loss of limbs) on the SMS system	Yes	Yes	3	Yes	Yes	3	Yes	
Manage injuries on duty	4/09-0151-2	Were serious incidents in the workplace e.g. death or loss of limbs reported to Department of Labour	Yes	N/a	3	Yes	N/a	0	Yes	No serious incidents or loss of limbs
Ensure the effective administration of claims	4/09-0152	% claims within 14 days from final report from doctor submitted	100%	100%	3	100%	100%	3	100%	
Ensure that health and safety committees are functional	4/09-0153	Number of meetings of Health and Safety committees held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Ensure that all capital projects comply with safety regulations	4/09-0155	% of projects with safety specifications	100%	100%	3	100%	100%	3	100%	
Ensure that all identified erven in urban areas are compliant with standards	4/09-0161	Notifications for all erven that have to be cleaned issued	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	
Monitor air pollution in the area	4/09-0162	Database of fuel burning processes updated	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	

Provide an effective pest control service for municipal buildings and infrastructure	4/09-0163-1	% requests for pest control responded to within 14 days	100%	100%	3	100%	100%	3	100%	
Provide an effective pest control service for municipal buildings and infrastructure	4/09-0163-2	Pest control programme completed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Ensure up to date policies	4/17-0095	Occupational Health and Safety and Environmental policies reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Guidance and training	4/17-0096	Personnel nominated for training and development courses	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by Nov)	
Update risk assessment	4/17-0097	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Noise control	4/17-0098	Was all noise complaints monitored and evaluated and the necessary action taken	Yes	Yes	3	Yes	Yes	3	Yes	
Air pollution	4/17-0099	Number of interactions with Provincial Department regarding air pollution	1 per quarter	5 for the year	3	1 per quarter	6 for the year	3	1 per quarter	
Proper business licence management	4/17-0101	Was all Business Licenses considered for all applications recieved	Yes	Yes	3	Yes	Yes	3	Yes	
Health and safety awareness campaigns	4/17-0103-1	Awareness campaign on Health and Safety designed and implemented	Yes annually	Yes	3	Yes annually	Yes	3	Yes annually	
Health and safety awareness campaigns	4/17-0103-2	Duties i.t.o. Section 16 (1) and Section 16 (2) of the Occupational Health and Safety Act 85 of 1993, assigned	Yes	Yes	3	Yes	Yes	3	Yes	
Productive workforce	4/17-0197	% of person days lost per month	4% pm	0.7% pm	3	4% pm	3.5% pm	3	4% pm	

		due to sick leave	maximum	average for the year		maximum	average for the year		maximum	
--	--	-------------------	---------	----------------------------	--	---------	----------------------------	--	---------	--

(c) Employees: Occupational Health and safety

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

(d) Financial Performance: Occupational Health and safety

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 410 948	R1 311 917	R1 311 917	R1 470 979	10.81%
2 Contrated Services	R47 143	R79 582	R72 582	R40 166	-98.13%
3 Other	R36 072	R83 447	R83 447	R45 319	-84.13%
TOTAL	R1 494 163	R1 474 946	R1 467 946	R1 556 464	

(e) Comment on the performance of occupational health and safety overall

Measures taken to improve performance and achievements: Performance objectives – key performance indicators and targets are set. Monthly monitoring is done by the Strategic Manager.

Support is given to those communities that are living in poverty through:

- Properly address all environmental complaints
- Ensuring that all identified erven in urban areas are complaint with standards
- Monitoring air pollution in the area
- Annually pest control programme
- Handling of noise control complaints to adhere to the Noise Control Regulations of June 2013

- Handling of dust control regulations, referring to Air Quality Bylaw (Swartland Municipality)
- Newly appointed Environmental Management Inspector

3.7 SECURITY AND SAFETY

3.7.1 TRAFFIC AND LAW ENFORCEMENT SERVICES (INCLUDING LICENCING AND REGISTRATION SERVICES)

(a) Introduction

On 13 December 2012 the Council decided to restructure the Municipal Police to become a Traffic and Law Enforcement service from 1 July 2013. Ever since 1 July 2013 Swartland Municipality have a functional Traffic & Law Enforcement service. The core functions of the Swartland Traffic and Law Enforcement Service (STLES) are to proactively police the Municipal by- laws and to enforce the National Road Traffic Act and to reduce road accident fatalities within the Swartland. During the financial year 2018/2019 STLES rendered successful services in traffic and bylaw enforcement. Performance within the STLES is subject to resources which includes human resources and vehicles. The Swartland Municipality is divided into 12 wards and the STLES service all these wards. Traffic and By-law campaigns were given at schools and to NGO's.

Road safety programs assist motorists and pedestrians to act proactively and to change negative behaviour towards road safety. The risk of accidents was reduced through visibility and road safety educational programs.

(b) Traffic Policing and By-law Enforcement

Category	Previous Year Actual Number	Actual Number
Number of road traffic accidents during the year	1392	1328
Number of law enforcement officers on duty on an average day	38	33
Number of by-law infringements attended	1588	1412
Number of law-enforcement officers in the field on an average day	38	33

(c) Traffic Policing and By-law Enforcement performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Provide an effective traffic and law enforcement service	4/09-0292-1	Minimum number of K78 roadblocks held	8 pq for 2 qtrs and 12 pq for 2 qtrs	38 for the year	3.1	8 pq for 2 qtrs and 12 pq for 2 qtrs	47 for the year	3.6	8 pq for 2 qtrs and 12 pq for 2 qtrs	

Provide an effective traffic and law enforcement service	4/09-0292-2	Minimum number of scheduled foot patrols worked	90 pq for 2 qtrs and 120 pq for 2 qtrs	476 for the year	3.5	90 pq for 2 qtrs and 120 pq for 2 qtrs	566 for the year	4	90 pq for 2 qtrs and 120 pq for 2 qtrs	
Provide an effective traffic and law enforcement service	4/09-0292-3	Number of vehicle check points held	Minimum 55 per quarter	64 pq average	3.5	Minimum 55 per quarter	73.5 pq average	3.8	Minimum 55 per quarter	
Provide an effective traffic and law enforcement service	4/09-0292-4	Number of by-law operations held	Minimum 8 per quarter	12.2 pq average	3.9	Minimum 8 per quarter	19.3 pq average	4.4	Minimum 8 per quarter	
Effectively manage speeding fines	4/09-0293-1	% of first notifications issued by service providers within 30 days	100%	100%	3	100%	100%	3	100%	
Effectively manage speeding fines	4/09-0293-2	Minimum number of mobile speed camera operational hours	700 hrs per quarter	763.6 hrs average pq for the year	2.7	600 hrs per quarter	615.77 hrs average pq for the year	3.1	600 hrs per quarter	
Ensure that legal registers are compliant	4/09-0294	Number of months that the maintenance of court and AG registers was done by service provider	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Report to council regularly	4/09-0295	Number of monthly reports submitted	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Undertake pro-active programmes and projects	4/09-0297-1	Number of awareness campaigns held	15 minimum for the year	24 for the year	3	20 per annum	36 for the year	5	20 per annum	
Proper execution of reconciliations	4/09-0301	Number of months that all daily reconciliations regarding vehicle registrations and licencing were done timeously	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Increase in law compliance	4/12-0002	Number of interactions with public prosecutors in respect of withdrawal of traffic fines and court sentences held	4 minimum for the year	6 for the year	3	2 for the year	5 for the year	5	2 for the year	

Ensure up to date policies	4/17-0145-1	Fire arm policy reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	No	0	Yes (annually by May)	
Guidance and training	4/17-0146	Personnel nominated for training and development courses	Yes (annually by March)	Yes (done in Nov 2017)	3	Yes (annually by March)	Yes	3	Yes (annually by November)	
Update risk assessment	4/17-0147	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Manage the Traffic and Law Enforcement function	4/17-0148	% of written complaints regarding traffic and law enforcement resolved within 14 working days	90%	100 %	3.3	90%	100%	3	90%	
Service providers (Traffic)	4/17-0149	Number of performance engagements with speeding contractor	10 for the year	10 for the year	3	10 for the year	10	3	10 for the year	
Manage the court section, motor vehicle registration and drivers license functions	4/17-0150	Follow up on driving licence and vehicle registration compliance (National and Provincial Department of Transport)	Yes (bi-annually by November and May)	Yes	3	2 per annum	3 for the year	4.5	2 per annum	
Productive workforce	4/17-0187	% of person days lost per month due to sick leave	4% pm maximum	3.5% pm average for the year	3	4% pm maximum	3.9 pm average for the year	2.9	4% pm maximum	

(d) Employees: Traffic Policing and By-law Enforcement

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	33	29	33	4	12.12%
13 - 15	2	2	2	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	37	33	37	4	

(e) Financial Performance: Traffic Policing and By-law Enforcement

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R18 380 755	R19 913 431	R21 413 431	R18 828 386	-5.76%
2 Contrated Services	R1 802 958	R2 458 804	R2 652 972	R2 088 780	-17.71%
3 Other	R24 286 568	R15 318 502	R29 255 248	R31 401 891	51.22%
TOTAL	R44 470 281	R37 690 737	R53 321 651	R52 319 057	

(f) Capital Expenditure: Traffic Policing and By-law Enforcement

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
18-0076 Traffic and Law Enforcement: Equipment (donated)	R0	R0	R205 849	100.00%
18-0042 Traffic and Law Enforcement: New ANPR Traffic Bus and Equipment	R1 000 000	R966 980	R919 819	-8.72%
18-0041 CCTV Equipment and Radio Communication - Riebeeck Valley	R100 000	R100 000	R96 541	-3.58%
18-0071 Upgrade and Renewal of vehicle testing station: Moorreesburg	R0	R156 000	R154 338	100.00%

18-0068 Equipment: K9 Unit	R0	R75 000	R0	0.00%
17-0076 CCTV Equipment and Radio Communication - Moorreesburg	R100 000	R100 000	R97 380	-2.69%
10-0138 Equipment Protection	R60 000	R120 585	R107 949	44.42%
17-0065 Vehicles Traffic and Law Enforcement: CK32408 Nissan Bakkie	R332 850	R316 903	R316 903	-5.03%
18-0043 Vehicles Traffic and Law Enforcement: Alterations of CK36311 (truck) to be a stray a	R100 000	R133 020	R133 019	24.82%
17-0062 Vehicles Traffic and Law Enforcement: CK15587 Bakkie	R332 850	R317 046	R317 046	-4.98%
TOTAL	R2 025 700	R2 285 534	R2 348 843	

(g) Comment on the performance of Traffic Policing and By-law Enforcement overall

The Swartland Traffic & Law Enforcement Service (STLES) **key performance areas** are traffic policing and by-law enforcement and has the following key performance indicators which is measured monthly and quarterly. **Key performance Indicators** are the following:

- Foot patrols
- Roadblocks
- Bicycle patrols
- By-law enforcement
- Vehicle check points (VCP)
- Issuing of Driving and learners licenses

3.7.2 FIRE FIGHTING SERVICES

(a) Introduction

Swartland Municipality has a Fire Fighting Service consisting of 2 full time fire officers and 27 voluntary trained municipal workers . The top service delivery priorities for the year under review were:

- Preventing the outbreak or spread of fires
- The saving of lives and property
- To react rapidly with the available resources to extinguish reported fires.

During the year under review (2018/2019) the Swartland Fire Service reacted to 445 fires and 33 other incidents within the average turnout time especially within urban areas. The service delivery within the rural areas is still challenging due to the lack of resources. People living in informal settlements were given fire prevention tips to help them as a first line of reaction to the fires. Fire prevention campaigns were also aimed at the poor and a close relationship exists with schools and creches in the municipal area.

(b) Municipal Fire Service Data

Category	Previous Year Actual Number	Actual Number
Average number of appliance off the road during the year	2	2
Fire fighters in post at year end	27	29
Total fires attended in the year	384	445
Average turnout time - rural areas	25	25
Average turnout time - urban areas	15	15
Total of other incidents attended in the year	30	33
Total fire appliances at year end	10	9

(c) Fire Service Policy performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Provide a quality fire fighting service	4/09-0285-1	Number of vehicles non-operational for more than 5 days during the month	0 maximum	2	3	0 maximum	1.9 pm average for the year	1.9	0 maximum	GMC and Buffel not operational.
Provide a quality fire fighting service	4/09-0285-2	Number of written complaints not sufficiently addressed within 5 days regarding firefighting services	0 maximum	0	3	0 maximum	N/a	0	0 maximum	No complaints received
Provide a quality fire fighting service	4/09-0285-3	Number of monthly inspection of vehicles and equipment done	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Reduce fire risks through continuous public awareness	4/09-0286	Number of educational / awareness campaigns	10 for the year	11 for the year	3	10 for the year	10 for the year	3	10 for the year	
Properly maintain all supporting infrastructure	4/09-0287	Total no of hydrants monitored and repaired	500 for the year	553 for the year	3	500 for the year	506 for the year	3	500 for the year	
Strengthening of the fire fighting service	4/12-0001	Standard fire fighting by-law reviewed	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Guidance and training	4/17-0134-1	Personnel nominated for training and development courses	Yes (annually by March)	Yes (done in Nov 2017)	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0135	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	

Fire prevention	4/17-0136-1	Number of pre-planning inspections and recommendations on issues related to the bylaws and other applicable codes, standards and regulations done	3 per quarter	37 for the year	3	3 per quarter	33 for the year	5	3 per quarter	
Fire prevention	4/17-0136-2	Scrutinize and make recommendations for approval of buildings plans	Yes	Yes	3	Yes	Yes	3	Yes	
Communication and liaison	4/17-0137-1	Liaise with other authorities, emergency services, organisations and service providers to ensure well coordinated fire service	Yes	Yes	3	Yes	Yes	3	Yes	
Communication and liaison	4/17-0137-2	Number of times the Swartland Municipality was represented at disaster management forum meetings, both local and district	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0192	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	3	4% pm maximum	2.2% pm average for the year	3.3	4% pm maximum	

(d) Employees: Fire Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	0	1	1	100.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	1	2	1	

(e) Financial Performance: Fire Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 598 142	R3 038 039	R3 038 039	R2 960 279	-2.63%
2 Contrated Services	R148 040	R188 197	R256 211	R383 158	50.88%
3 Other	R541 099	R831 513	R869 547	R777 099	-7.00%
TOTAL	R3 287 281	R4 057 749	R4 163 797	R4 120 536	

(f) Capital Expenditure: Fire Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
10-0139 Equipment Fire and Emergency Services	R100 000	R103 415	R101 680	1.65%
17-0059 Vehicles Fire Services: CK32735 Nissan Hardbody	R770 000	R614 111	R614 111	-25.38%
17-0057 Vehicles Fire Services: CK29449 (Buffel) replacement	R2 500 000	R2 523 966	R2 523 965	0.95%
TOTAL	R3 370 000	R3 241 492	R3 239 756	

(g) Comment on the performance of fire services overall

The available resources are used to do the best we can to safeguard the community and to respond rapidly to any fire. We are privileged to have the support of **West Coast District Municipal Fire Fighting Service** who are keen to help where they can.

3.7.3 CIVIL PROTECTION (INCLUDING DISASTER MANAGEMENT)**(a) Introduction**

Disaster management within the municipality is still a big challenge. There is no dedicated staff responsible for disaster management. The Fire Chief is taking the responsibility of disaster management. The top service delivery priorities for the Municipality are: to proactively prevent, mitigate, respond and recover from the effects of all disasters. The municipality depends heavily on the support of the West Coast Disaster Management Centre for any back-up to a disaster.

(b) Civil protection (including disaster management) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Disaster Management	4/13-0010-1	Exercise of evacuation plans conducted	Yes (bi-annually in quarter 2 and 4)	Yes	3	Yes (bi-annually in the first and second half of the financial year)	Yes	3	Yes (bi-annually in the first and second half of the financial year)	
Disaster Management	4/13-0010-2	Disaster Management actions coordinated during a disaster	Yes (when disaster occurs)	Yes	3	Yes (when disaster occurs)	N/a	0	Yes (when disaster occurs)	No disaster
Disaster Management	4/13-0010-3	Disaster Management Plan reviewed	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	

(c) Financial Performance: Civil protection (including disaster management)

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R0	R0	R0	R0	0.00%
2 Contrated Services	R238 402	R300 000	R300 000	R220 984	-35.76%
3 Other	R0	R0	R0	R0	0.00%
TOTAL	R238 402	R300 000	R300 000	R220 984	

(d) Comment on the performance of Civil protection (including disaster management) overall:

No capital allocations are made in the budget for disaster management per se. In the operational budget an amount of R300 000 are set aside to help community members who have losses through fires destroying their living places.

Disaster Management are also taken seriously by the Civil and Development Departments as they recognises the linkage between disasters and development. The allocation of capital money to address any disaster is still a great challenge.

3.8. SPORT AND RECREATION

3.8.1 SPORT, PARKS AND RECREATIONAL AREAS AND SWIMMING POOLS

(a) Introduction

Swartland Municipality operates and maintains 14 sports facilities and three public swimming pools. These facilities cater for a variety of sporting codes including soccer, netball, hockey, cricket, rugby, bowls, squash, swimming, weightlifting and athletics. Vandalism of facilities is an area of concern and constant supervision is required as a mitigation measure. Unfortunately full time supervision cannot be provided at all facilities due to the operational cost implications. The cost of the operation and maintenance of sport facilities remains a challenge as sport facilities in rural areas do not generate enough income to cover the operation and maintenance expenditure. It must therefore be funded from public revenue sources. Any extensions or new sport fields will increase the burden on public revenue sources.

The following major projects were implemented:

1. Phase 1 of a new sport facility comprising a rugby field, perimeter wall and borehole and irrigation system at a total cost of R4 809 155. The second phase of the project is due to follow in 2018/2019.
2. A borehole was drilled at the Rosenhof Sportgrounds for irrigation purposes. The equipping of the borehole will follow in 2018/2019.
3. The amount of R2 403 255 was allocated for the construction of new parks in Wesbank as part of the RSEP initiative. The appointed contractor were liquidated during the construction phase of the project. This has delayed the completion of the project which has been rescheduled for 2018/2019.

(b) Sport, Parks and Recreational Areas and Swimming Pools performance results**Sport**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
-----------------------	--------------	---------------------------	----------------------	----------------------	---------------------	--------	--------	-------	------------------	-------

Parks and recreational areas

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Implementation of planned park maintenance activities	4/09-0043-2	% of the operating budget allocated for maintenance spent	95% for the year	89% for the year	2.8	90% for the year	95% for the year	3.2	95% for the year	

Swimming pools

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
-----------------------	--------------	---------------------------	----------------------	----------------------	---------------------	--------	--------	-------	------------------	-------

(c) Employees: Sport, Parks and Recreational Areas and Swimming Pools

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	3	4	4	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	5	5	0	

(d) Financial Performance: Sport, Parks and Recreational Areas and Swimming Pools

Sport

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 521 732	R2 413 645	R2 413 645	R1 866 032	-29.35%
2 Contrated Services	R684 335	R607 643	R639 643	R518 610	-17.17%
3 Other	R1 860 552	R1 660 409	R1 660 409	R1 991 853	16.64%
TOTAL	R4 066 619	R4 681 697	R4 713 697	R4 376 495	

Parks and Recreational Areas

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R10 081 806	R10 667 159	R10 667 159	R10 994 100	2.97%
2 Contrated Services	R1 068 590	R1 076 241	R927 555	R847 718	-26.96%
3 Other	R1 332 053	R1 647 706	R1 809 974	R1 508 814	-9.21%
TOTAL	R12 482 449	R13 391 106	R13 404 688	R13 350 632	

Swimming Pools

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R43 483	R270 209	R270 209	R227 370	-18.84%
2 Contrated Services	R85 879	R165 645	R289 645	R269 975	38.64%
1 Employees	R779 142	R1 983 960	R1 983 960	R1 416 610	-40.05%
TOTAL	R908 504	R2 419 814	R2 543 814	R1 913 955	

(e) Capital Expenditure: Sport, Parks and Recreational Areas and Swimming Pools**Sport**

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
17-0074 Upgrading of Sports Grounds: Chatsworth	R2 349 895	R2 852 895	R2 860 439	17.85%
TOTAL	R2 349 895	R2 852 895	R2 860 439	

Parks and Recreational Areas

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
15-0021b RSEP - Parks and Amenities: Activity recreation nodes (playgrounds, trees & benches	R500 000	R1 485 582	R1 485 582	66.34%
16-0012 Vehicles Parks: CEA1019 J Smit Trailer	R84 000	R81 733	R81 733	-2.77%
17-0079 Parks: Ward Committee projects	R400 000	R416 543	R402 739	0.68%
11-0058 Equipment Parks	R180 000	R177 018	R176 958	-1.72%
15-0025 RSEP - Parks and Amenities: Public toilets / landscaping	R600 000	R691 647	R691 647	13.25%
17-0009 Vehicles Parks: CK27105 Nissan 4x2	R285 600	R226 257	R226 257	-26.23%
TOTAL	R2 049 600	R3 078 780	R3 064 914	

Swimming Pools

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
TOTAL				

(f) Comment on the performance of sport, parks and recreational areas and swimming pools overall

The IDP has five strategic goals and the provision of sport facilities, parks and swimming pools are aligned to the following strategic goals:

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic goals are achieved.

3.8.2 CARAVAN PARK YZERFONTEIN

(a) Introduction

The caravan park is situated 50m from the beach and has 120 well-tended sites which all have braai places, water and 10 amp electricity supply. There are 4 ablution blocks each with bath, shower with hot and cold running water. The cafés, hardware, post office and restaurants are all within walking distance from the park. There are also 4 holiday house units situated in a quiet part of the park and sleep 6. They are fully equipped but own bedding, towels and braai grid must be provided.

The following amenities are available in or near the park:

1. Children's play park for up to 14 year olds.
2. Laundry with washing machines and a dryer.
3. A large community hall, tennis courts and a bowling green.

Due to water restrictions, water must be used sparingly.

(b) Caravan park Yzerfontein performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Manage caravan parks effectively	4/09-0156-1	% of the operating budget for maintenance of caravan parks spent	100% for the year	91% for the year	2.7	100% for the year	82.4% for the year	2.5	100% for the year	
Manage caravan parks effectively	4/09-0156-2	Customer survey undertaken	Yes (annually during December)	Yes	3	Yes (annually during December)	Yes	3	Yes (annually during December)	
Manage caravan parks effectively	4/09-0156-3	% "good" and "fair" ratings out of the total ratings done by guests	75% minimum	N/a	0	75% minimum	96.7%	3.5	75% minimum	

(c) Employees: Caravan Parks

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	4	4	4	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	6	6	6	0	

(d) Financial Performance: Caravan Parks

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 456 856	R1 765 989	R1 765 989	R1 601 235	-10.29%
2 Contrated Services	R295 242	R186 393	R186 393	R175 085	-6.46%
3 Other	R67 408	R94 959	R98 484	R81 734	-16.18%
TOTAL	R1 819 506	R2 047 341	R2 050 866	R1 858 054	

(e) Capital Expenditure: Caravan Parks

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
16-0044 Equipment: YZF Caravan Park	R10 000	R2 100	R0	0.00%
17-0041 Caravan Park Yzerfontein: Expansion (Service of 8 plots + ablution block)	R1 300 000	R1 300 000	R1 184 636	-9.74%
TOTAL	R1 310 000	R1 302 100	R1 184 636	

(f) Comment on the performance of Caravan Parks overall

The Yzerfontein Caravan Park is a very popular caravan park in the West Coast and is fully booked during December holidays as well as Easter Weekend.

It has a 90% and higher booking rate for weekends of February and March as well as long weekends during the summer.

The caravan park also has a good annual customer rating.

Newly build ablution facility at the Yzerfontein Caravan Park which is a wheelchair friendly facility.

3.8.3 HARBOUR YZERFONTEIN

(a) Introduction

The management of the Harbour was outsourced from 1 September 2013.

(b) Financial Performance: Harbour Yzerfontein

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R0	R0	R0	R0	0.00%
2 Contrated Services	R33 118	R66 178	R66 178	R58 361	-13.39%
3 Other	R1 325	R8 664	R8 664	R2 746	-215.51%
TOTAL	R34 443	R74 842	R74 842	R61 107	

3.9. CORPORATE MANAGEMENT

3.9.1 MANAGEMENT CIVIL ENGINEERING SERVICES

(a) Civil Engineering Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Households with access to basic level of water, sanitation and solid waste removal	1/14-0023-1	% of urban households with access to at least piped (tap) water within 200 meters from dwelling	100%	100%	3	100%	100%	3	100%	
General KPI: Households with access to basic level of water, sanitation and solid waste removal	1/14-0023-2	% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100%	100%	3	100%	100%	3	100%	
General KPI: Households	1/14-0023-3	% households registered	100%	100%	3	100%	100%	3	100%	

with access to basic level of water, sanitation and solid waste removal		for refuse removal service which receive a service once a week								
2 Indicators from IDP										
5.1 Conduct a section 78 investigation	2/17-0018	Section 78 investigation completed and report submitted to Portfolio Committee			0	Yes (by end of June 2019)	Yes	3		
5.2 Investigate and report to council annually on the status quo condition of surfaced roads	2/17-0020	Report submitted to the Portfolio Committee	Yes (by September annually)	Yes	3	Yes (by end of Sep annually)	Yes	3	Yes (by end of Sep annually)	
5.2 Inform budgetary processes of funding requirement for maintenance and upgrading of surfaced roads.	2/17-0021	Budget requirements calculated and budget informed	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	
5.3 Review and maintain master plans in accordance with the most recent growth model information	2/17-0022	Master plans reviewed and maintained	Yes - Within one year after approval of the SDF and every second year thereafter subject to budget	Yes	3	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	
5.4 Inform budgetary processes of funding requirement for maintenance, renewal, upgrading and refurbishment of civil infrastructure	2/17-0023	Budget requirements calculated and budget informed	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	

4.8 Each director to do a critical review of the cost drivers and implement a savings plan	2/17-0078	Review completed	Yes (by Sep 2017)	N/a	0	By Nov 2018	Yes	3		
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0013	% of capital budget spent	Between 90% and 105%	90.8% for the year	3	Between 90% and 105%	97.3% for the year	3	Between 90% and 105%	
Capital project implementation	3/09-0014	Average % completion of capital projects	90% for the year	94% for the year	3	90% for the year	100% for the year	3	90% for the year	
Operating expenditure in line with budget and time frames	3/09-0015	% of operating budget spent	Between 90% and 100%	93.8% for the year	3	Between 90% and 100%	93.6% for the year	2	Between 90% and 100%	
Workforce training roll-out	3/09-0016	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0017	% of due council decisions initiated	100%	100%	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0018	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Annual Report inputs provided by departments	3/09-0019	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0020	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the	3/09-0021	Number of written	0 maximum	0	3	0	0	3	0	

municipal manager completed		warnings received from municipal manager				maximum			maximum	
Correspondence addressed in a timely manner	3/09-0022	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	88.6% average for the year	3	90.0%	91.5% pm average for the year	3	90.0%	
Equal employment opportunity management	3/09-0023	% of employment opportunities applied for appropriate equity appointments	100%	100% (12/12 employees)	3	100%	78.6% (11/14 employees)	2.3	100%	
Procurement in line with legal process	3/09-0024	% compliance with SCM policy with the exception of approved deviations	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0025-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0025-2	% internal actions implemented within agreed time frame	100%	100%	3	100%	100% by year end	3	100%	
Audit issues resolved	3/09-0025-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	N/a - No AG findings	0	100%	100%	3	100%	
Audit issues resolved	3/09-0025-4	% of Auditor General's findings implemented within agreed time frame	100%	N/a - No AG findings	0	100%	100% at the end of qtr 4	3	100%	
Risk identification and control implementation	3/09-0026-1	Confirmations of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and	3/09-0026-2	% of Risk Action Plans	100% (bi-	100%	3	Yes (bi-	Yes	3	Yes (bi-	

control implementation		implemented in accordance with the agreed time frame	annually by November and May)			annually by November and May)			annually by November and May)	
Risk identification and control implementation	3/09-0026-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0026-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0026-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	
Invocoms held	3/09-0028	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	16 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	22 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0017	Average duration of vacancies after decision was taken by management to fill the post	3 months maximum	2.7 months at the end of qtr 4	3	3 months maximum	2.3 months at the end of Qtr 4	3	3 months maximum	
Productive workforce	3/10-0018	% of person days lost per month due to sick leave	4% pm maximum	2.6% average for the year	3	4% pm maximum	2.8% pm average for the year	3.3	4% pm maximum	
EPWP monitoring	3/11-0001-1	Number of Full Time Equivalents (FTE's) for the financial year	103 for the whole organisation	169.0 cumulative for organisation; 112.74 cumulative	3	103 for the whole organisation	146.2 for organisation; 87.7 for dept	4.3	103 for the whole organisation	

				for dep						
EPWP monitoring	3/11-0001-2	Number of work opportunities created during the financial year	296 for the whole organisation	406 cumulative for organisation; 329 cumulative for dept	3	296 for the whole organisation	334 for organisation; 234 for dept	3.4	296 for the whole organisation	
Improved water sustainability	3/12-0086	% total water losses	Maintain the annual average below 17%	16.29% for the rolling year	3	Maintain the annual average below 17%	16.65% for the rolling year	3	Maintain the annual average below 17%	
Asset safeguarding	3/14-0001-1	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	Yes	3	Yes	Yes	3	Yes	
Asset safeguarding	3/14-0001-2	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Communication Strategy implementation	3/14-0014-1	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	0	1 per quarter	
Communication Strategy implementation	3/14-0014-2	All planned communication activities for the next financial year in terms of the	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	

		Communication Strategy submitted to the Director Corporate Services								
Issuing of safety clothing	3/17-0003	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0008	% spending of grants	100% by end of June	100% for the year	3	100% by end of June	100% for the year	3	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0084	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0013	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department			0	Annually by 9 July	N/a	0	Annually by 9 July	Will be measured from July 2019

(b) Employees: Civil Engineering Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	4	3	4	1	25.00%
19 - 20	1	1	1	0	0.00%
TOTAL	7	6	7	1	

(c) Financial Performance: Civil Engineering Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 785 010	R3 273 955	R3 273 955	R2 414 625	-35.59%
2 Contrated Services	R7 851	R1 500	R1 500	R29	-5072.41%
3 Other	R3 842 865	R539 086	R537 570	R523 857	-2.91%
TOTAL	R6 635 726	R3 814 541	R3 813 025	R2 938 511	-5110.91%

(d) Capital Expenditure: Civil Engineering Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
09-0021ac Equipment Civil Services	R40 000	R31 989	R31 986	-25.05%
TOTAL	R40 000	R31 989	R31 986	

3.9.2 MANAGEMENT CORPORATE SERVICES**(a) Corporate Services performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: People from employment equity target groups employed	1/14-0027	% of people from employment equity target groups appointed for the month in terms of the Municipality's approved Employment Equity plan	70.0%	100% 23/27 employees	3	100% (report bi-annually to Mayoral Committee)	83.3% (25/30 employees)	3	100% (report bi-annually to Mayoral Committee)	Persons were appointed in posts where their race groups are over-represented. No candidates from the designated groups met the minimum requirements of the posts.
General KPI: Budget spent on implementing the workplace skills plan	1/14-0028	% of the municipality's training budget actually spent on implementing its workplace skills plan (cumulative)	1% for the year	0.9% for the year	3	At least 90%	99.7% for the year	3	At least 90%	

2 Indicators from IDP										
4.1 Review the organisation design in light of the IDP Strategy and recommend a new organisation design	2/17-0069	Review completed			0	Yes (by June 2019)	Yes	3		
4.3 Develop a programme of innovative interventions, e.g. diversity management and awareness, climate creation to ensure sound employee relations and practices	2/17-0072	Programme developed and implemented			0	By June 2019	N/a	0		KPI changes on 1 July 2019 with amendment of the IDP to "Programme developed for implementation during the 2019/2020 financial year" and the target to "By July 2019"
4.4 Compile, implement and monitor communication plans for individual ward councillors to enhance public participation	2/17-0073-1	Annual communication activities for ward councillors monitored in terms of PMS for councillors	Yes (annually by June)	Yes	3	Quarterly	Yes	3	Yes (quarterly)	KPI changes in July 2019 with amendment of the IDP to "Communication activities for ward councillors monitored " and the target to "Yes (quarterly)"
4.4 Compile, implement and monitor communication plans for individual ward councillors to enhance public participation	2/17-0073-2	Councillors' performance monitored by the Executive Mayor as part of the PMS for councillors.	Yes (annually)	Yes	3	Quarterly	Yes	3	Yes (quarterly)	
4.8 Each director to do a critical review of the cost drivers and implement a savings plan	2/17-0077	Review completed	Yes (by Sep 2017)	N/a	0	By Nov 2018	Yes	3		
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0032	% of capital budget spent	Between 90% and 105%	99.9% for the year	3	Between 90% and 105%	82.4% for the year	2.8	Between 90% and 105%	VAT journals in respect of Kalbaskraal land purchases reflects negatively on expenditure.
Capital project	3/09-0033	Average % completion of	90.0% for	100% for	3	90.0% for	100%	3.3	90.0% for	

implementation		capital projects	the year	the year		the year	for the year		the year	
Operating expenditure in line with budget and time frames	3/09-0034	% of operating budget spent	Between 90% and 100%	91.4% for the year	3	Between 90% and 100%	104.6% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0035	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0036	% of due council decisions initiated	100%	100%	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0037	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Annual Report inputs provided by departments	3/09-0038	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0039	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0040	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0041	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	96.3 average for the year	3	90.0%	97.0 pm average for the year	3.2	90.0%	
Equal employment opportunity management	3/09-0042	% of employment opportunities applied for appropriate equity appointments	100%	100% (3/3 employees)	3	100%	100% (3/3 employees)	3	100%	

Procurement in line with legal process	3/09-0043	% compliance with SCM policy with the exception of approved deviations	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0044-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0044-2	% internal actions implemented within agreed time frame	100%	100%	3	100%	100% by year end	3	100%	
Audit issues resolved	3/09-0044-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	N/a - No findings	0	100%	100%	3	100%	
Audit issues resolved	3/09-0044-4	% of Auditor General's actions implemented within agreed time frame	100%	N/a - No findings	0	100%	100% at the end of qtr 4	3	100%	
Risk identification and control implementation	3/09-0045-1	Confirmations of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0045-2	% of Risk Action Plans implemented in accordance with the agreed time frame	100% bi-annually by November and May	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0045-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0045-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	

Risk identification and control implementation	3/09-0045-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	
Invocoms held	3/09-0047	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0038	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	0.5 months at the end of Qtr 4	3	3 months maximum	1 month at the end of Qtr 4	3	3 months maximum	
Productive workforce	3/10-0039	% of person days lost per month due to sick leave	4% pm maximum	3.3% average for the year	3	4% pm maximum	3.2% pm average for the year	3.2	4% pm maximum	
EPWP monitoring	3/12-0012-1	Number of Full Time Equivalents (FTE's) for the financial year	103 for the whole organisation	169.0 cumulative for organisation; 24.59 cumulative for dept	3	103 for the whole organisation	146.2 for organisation; 26.3 for dept	4.3	103 for the whole organisation	
EPWP monitoring	3/12-0012-2	Number of work opportunities created during the financial year	296 for the whole organisation	406 cumulative for organisation; 38 cumulative for dept	3	296 for the whole organisation	334 for organisation; 44 for dept	3.4	296 for the whole organisation	
Assets safeguarding	3/14-0005-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	

		this regard provided to the Head Asset Management.								
Assets safeguarding	3/14-0005-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	Yes	3	Yes	Yes	3	Yes	
Promote employment equity through continuous planning	3/16-0009	Compilation/review of Employment Equity plan completed	Yes (by end of November)	N/a	0	Yes (by end of November)	Yes	3	Yes (by end of November)	
Issuing of safety clothing	3/17-0007	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0012	% spending of grants	100% by end of June	97.5% for the year	2.9	100% by end of June	96.7% for the year	2.9	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0083	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0011	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department			0	Annually by 9 July	N/a	0	Annually by 9 July	Will be measured from July 2019

(b) Employees: Corporate Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	2	2	2	0	0.00%
07 - 09	3	3	3	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	7	7	7	0	

(c) Financial Performance: Corporate Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R5 856 301	R6 888 148	R6 434 148	R6 435 629	-7.03%
2 Contrated Services	R908 684	R892 631	R2 678 731	R3 497 291	74.48%
3 Other	R1 519 253	R1 822 037	R1 938 108	R4 297 270	57.60%
TOTAL	R8 284 238	R9 602 816	R11 050 987	R14 230 190	

(d) Capital Expenditure: Corporate Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
09-0021ad Equipment Corporate	R15 000	R36 360	R35 114	57.28%
18-0052 Expropriation of Land (Oranjerfontein)	R150 000	R141 173	R141 173	-6.25%
18-0053 Purchase of land for cemetery, Moorreesburg	R500 000	R480 000	R114 316	-337.38%
18-0069 Purchase of Land: Kalbaskraal	R0	R2 328 000	R2 153 307	100.00%
TOTAL	R665 000	R2 985 533	R2 443 911	

3.9.3 MANAGEMENT DEVELOPMENT SERVICES

(a) Development Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
1.2 Develop ECD information guidelines in respect of childcare facilities	2/17-0042	ECD information guidelines approved			0	Yes (by June 2019)	No	0	Yes (by June 2020)	Target changes to June 2020
1.6 Promote the coordination of social development through partnerships: Internally: Internal Social Development Committee to identify additional action plans in each department that contributes to social development	2/17-0046	Agreement reached on additional action plans in each department	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
3.1 Facilitate economic sector growth (including mining, agriculture and tourism) of Swartland wards in accordance with their potential	2/17-0049	Develop economic growth models (EGM) for Swartland growth towns (subject to availability of funds)	Yes (by June 2018)	Yes	3	Yes (by December 2018)	Yes	3		
3.3 Finalise stewardship programme	2/17-0053	Registration of stewardship programme with Cape Nature on municipal land	Yes (by June 2018)	No	3	By June 2019	No	0	Yes (by June 2020)	Target changes to June 2020
3.7 Facilitate land availability, bulk infrastructure provision and the implementation of the Housing Pipeline	2/17-0058	Targets achieved as per project approval by DHS	Yes (Annually)	Yes	3	Annually	No	0	Yes (Annually)	KPI and Target removed on 1 July 2019 with amendment of the IDP.

3.8 Do new housing developments in terms of the Social economic Facility Policy and the Spatial Development Framework (SDF)	2/17-0059	Council approval of budget and implementation for social facilities in terms of the project approval by DHS	Yes (Annually)	Yes	3	Annually	N/a	0	Annually	
3.8 Secure funding for the social facilities	2/17-0060	Council approval of budget and implementation for social facilities in terms of the project approval by DHS	Yes (Annually)	Yes	3	Annually	N/a	0	Annually	
3.9 Identify suitable pockets of land for (FLISP) housing, Gap housing and social housing	2/17-0061	Land identified	Yes (by November 2018)	Yes (in July 2017)	3	By November 2018	Yes	3		
3.9 Appoint credible housing institution to build and manage social housing	2/17-0062	Appointment finalised			0	By December 2018	No	0	By December 2019	Target changes in July 2019 with amendment of the IDP to "By December 2019"
3.9 Obtain land use rights and secure funding for (FLISP) housing, Gap housing and social housing	2/17-0063-1	Funding secured	Yes (by June 2018)	No	3	By June 2019	No	0	Yes (by June 2020)	Target changes to June 2020
4.8 Each director to do a critical review of the cost drivers and implement a savings plan	2/17-0076	Review completed	Yes (by Sep 2017)	N/a	0	By Nov 2018	Yes	3	Yes	

3 Indicators Directors

Capital expenditure in line with budget and time frames	3/09-0048	% of capital budget spent	Between 90% and 105%	85.8% for the year	2.9	Between 90% and 105%	48.5% for the year	2	Between 90% and 105%	Reason: Funds not approved by DHS Intervention: Discussions with DHS to prevent similar result in 2019/20
Capital project implementation	3/09-0049	Average % completion of capital projects	90.0% for the year	86% for the year	2.9	90.0% for the year	58% for the year	1.9	90.0% for the year	
Operating expenditure in	3/09-0050	% of operating budget	Between	75.7% for	2.5	Between	185.6%	3	Between	Housing Topstructure projects

line with budget and time frames		spent	90% and 100%	the year		90% and 100%	for the year		90% and 100%	moved from the Balancesheet to the Operating budget
Workforce training roll-out	3/09-0051	% of planned training sessions realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0052	% of due council decisions initiated	100%	99.8% average for the year	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0053	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Annual Report inputs provided by departments	3/09-0054	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0055	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0056	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0057	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	93.4% average for the year	3	90.0%	95.1% pm average for the year	3.2	90.0%	
Equal employment opportunity management	3/09-0058	% of employment opportunities applied for appropriate equity appointments	100%	100% (2/2 employees)	3	100%	75% (3/4 employees)	3	100%	Appointment was made from shortlist 2. No candidate from the designated groups passed the first round of interviews
Procurement in line with legal process	3/09-0059	% compliance with SCM policy with the exception of approved deviations	100%	100%	3	100%	100%	3	100%	

Audit issues resolved	3/09-0060-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0060-2	% internal actions implemented within agreed time frame	100%	100%	3	100%	100% by year end	3	100%	
Audit issues resolved	3/09-0060-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	N/a - No findings	0	100%	100%	3	100%	
Audit issues resolved	3/09-0060-4	% of Auditor General's actions implemented within agreed time frame	100%	N/a - No findings	0	100%	100%	3	100%	
Risk identification and control implementation	3/09-0061-1	Confirmations of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0061-2	% of Risk Action Plans implemented in accordance with the agreed time frame	100% (bi-annually by November and May)	100%	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0061-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0061-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0061-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss	Yes	N/a	0	Yes	Yes	3	Yes	

		control register update)								
Invocoms held	3/09-0063	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	10 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Provide for Integrated Housing projects	3/10-0024	If bulk services are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)	Yes	3	Yes (annually by October)	Yes	3	Yes (annually by October)	
Average duration of vacancies reduced	3/10-0035	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	3 months at the end of qtr 4	3	3 months maximum	0 months at the end of Qtr 4	3	3 months maximum	
Productive workforce	3/10-0036	% of person days lost per month due to sick leave	4% pm maximum	1.3% average for the year	3	4% pm maximum	2.3% pm average for the year	3.4	4% pm maximum	
EPWP monitoring	3/12-0011-1	Number of Full Time Equivalents (FTE's) for the financial year	103 for the whole organisation	169.0 cumulative for organisation; 1.69 cumulative for dept	3	103 for the whole organisation	146.2 for organisation; 2.2 for dept	4.3	103 for the whole organisation	
EPWP monitoring	3/12-0011-2	Number of work opportunities created during the financial year	296 for the whole organisation	406 cumulative for organisation; 3 cumulative for dept	3	296 for the whole organisation	334 for organisation; 17 for dept	3.4	296 for the whole organisation	
Assets safeguarding	3/14-0004-1	A condition assessment	Yes (by June	Yes	3	Yes (by	Yes	3	Yes (by	

		and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	annually)			June annually)			June annually)	
Assets safeguarding	3/14-0004-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	Yes	3	Yes	Yes	3	Yes	
Communication Strategy implementation	3/14-0018-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0018-2	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Issuing of safety clothing	3/17-0006	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0011	% spending of grants	100% by end of June	72.2% for the year	2.2	100% by end of June	80.3% for the year	2.4	100% by end of June	Funds not approved by DHS
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0082	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Ensure timeous submission	3/18-0012	Due date for last capital			0	Annually	N/a	0	Annually by	Will be measured from July

of capital payment invoices and payment certificates to the finance department		payment invoices and payment certificates to be submitted to the Finance Department				by 9 July			9 July	2019
--	--	---	--	--	--	-----------	--	--	--------	------

(b) Employees: Development Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	2	2	2	0	

(c) Financial Performance: Development Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 667 635	R1 815 792	R1 815 792	R1 304 625	-39.18%
2 Contrated Services	R11 290	R1 500	R1 500	R746	-101.07%
3 Other	R47 744	R157 145	R148 763	R128 967	-21.85%
TOTAL	R1 726 669	R1 974 437	R1 966 055	R1 434 338	

(d) Capital Expenditure: Development Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
11-0097 Equipment Development Services	R30 000	R37 900	R26 663	-12.52%
TOTAL	R30 000	R37 900	R26 663	

3.9.4 MANAGEMENT ELECTRICAL ENGINEERING SERVICES**(a) Electrical Engineering Services performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Improved access to electricity	1/14-0024	% of urban households with access to electricity	100%	100%	3	100%	100%	3	100%	
2 Indicators from IDP										
4.5 Develop an IT connectivity strategy and status quo report	2/17-0024	Report finalised subject to Provincial Government's broadband project	Yes (by June 2018)	Yes	3	By June 2019	Yes	3		
5.5 Review and maintain master plans	2/17-0025	Master plans reviewed and maintained	Yes - Within one year after approval of the SDF and every second year thereafter subject to budget p	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
5.5 Secure available capacity for Yzerfontein	2/17-0027	Capacity secured	Yes (by June 2018)	No	3	By June 2019	Yes	3		
5.6 Inform budgetary processes of funding requirement for maintenance, renewal, upgrading and refurbishment of electrical infrastructure	2/17-0028	Budget and motivation submitted to budget office (minimum 6% of annual electricity revenue allocation is a Nersa license condition)	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	
5.7 Provide competitive tariffs for industrial consumers in support of	2/17-0029	Approval of tariffs by Nersa	Yes (annually before end	Yes	3	Annually before end of June	Yes	3	Yes (annually before end	

economic growth			of June)						of June)	
5.7 Maintain energy losses at an acceptable level	2/17-0064	% total energy losses (technical + non-technical)	Maintain the annual average below 8%	6.01% for rolling 12 months	3	Maintain the annual average below 8%	5.64% for rolling 12 months	3.6	Maintain the annual average below 8%	
4.8 Each director to do a critical review of the cost drivers and implement a savings plan	2/17-0080	Review completed	Yes (by Sep 2017)	N/a	0	By Nov 2018	Yes	3		
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0064	% of capital budget spent	Between 90% and 105%	99.9% for the year	3	Between 90% and 105%	99.2% for the year	3	Between 90% and 105%	
Capital project implementation	3/09-0065	Average % completion of capital projects	90.0% for the year	99.5% for the year	3	90.0% for the year	100% for the year	3.3	90.0% for the year	
Operating expenditure in line with budget and time frames	3/09-0066	% of operating budget spent	Between 90% and 100%	91.7% for the year	3	Between 90% and 100%	99.6% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0067	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0068	% of due council decisions initiated	100%	100%	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0069	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Annual Report inputs provided by departments	3/09-0070	Departmental input to the annual report submitted	Yes	Yes	3	Yes	Yes	3	Yes	

		by due date								
Budget inputs provided by departments	3/09-0071	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0072	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0073	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	95.6% pm average for the year	3	90.0%	93.5% pm average for the year	3.1	90.0%	
Equal employment opportunity management	3/09-0074	% of employment opportunities applied for appropriate equity appointments	100%	100%	3	100%	100%	3	100%	
Procurement in line with legal process	3/09-0075	% compliance with SCM policy with the exception of approved deviations	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0076-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0076-2	% internal actions implemented within agreed time frame	100%	N/a	0	100%	100% by year end	3	100%	
Audit issues resolved	3/09-0076-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	N/a	0	100%	100%	3	100%	
Audit issues resolved	3/09-0076-4	% of Auditor General's actions implemented within agreed time frame	100%	N/a	0	100%	100% at the end of qtr 4	3	100%	

Risk identification and control implementation	3/09-0077-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0077-2	% of Risk Action Plans implemented in accordance with the agreed time frame	100% (bi-annually by November and May)	100%	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0077-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0077-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0077-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	
Invocoms held	3/09-0079	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0029	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	11 months at end of qtr 4	3	3 months maximum	0 months at the end of Qtr 4	3	3 months maximum	
Productive workforce	3/10-0030	% of person days lost per month due to sick leave	4% pm maximum	1.4% pm average for the year	3	4% pm maximum	2.4% pm average for the year	3.4	4% pm maximum	

EPWP monitoring	3/12-0009-1	Number of Full Time Equivalents (FTE's) for the financial year	103 for the whole organisation	169.0 cumulative for organisation; 7.9 cumulative for dept	3	103 for the whole organisation	146.2 for organisation; 5.8 for dept	4.3	103 for the whole organisation	
EPWP monitoring	3/12-0009-2	Number of work opportunities created during the financial year	296 for the whole organisation	406 cumulative for organisation; 11 cumulative for dept	3	296 for the whole organisation	334 for organisation; 12 for dept	3.4	296 for the whole organisation	
Assets safeguarding	3/14-0002-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Assets safeguarding	3/14-0002-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	N/a	0	Yes	N/a	0	Yes	
Communication Strategy implementation	3/14-0016-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0016-2	Number of reports on all communication activities	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

		undertaken by the department submitted to the Director Corporate Services								
Issuing of safety clothing	3/17-0004	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0009	% spending of grants	100% by end of June	100% for the year	3	100% by end of June	100% for the year	3	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0080	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0009	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department			0	Annually by 9 July	N/a	0	Annually by 9 July	Will be measured from July 2019

(b) Employees: Electrical Engineering Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	0	0	0	0	

(c) Financial Performance: Electrical Engineering Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 376 781	R1 483 375	R1 483 375	R1 489 651	0.42%
2 Contrated Services	R0	R0	R0	R0	0.00%
3 Other	R67 732	R67 527	R70 127	R94 246	28.35%
TOTAL	R1 444 513	R1 550 902	R1 553 502	R1 583 897	

(d) Capital Expenditure: Electrical Engineering Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
--------------	-----------------	-------------------	--------	--------------------------

3.9.5 MANAGEMENT FINANCIAL SERVICES**(a) Financial Services performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: Ensure general financial viability	1/09-0096-1	% outstanding service debtors to revenue	Norm = 20%	16.7%	3	Norm = 20%	15.43%	3	Norm = 20%	
General KPI: Ensure general financial viability	1/09-0096-2	Cost coverage	Norm = 1-3 months	7 months	3	Norm = 1-3 months	7 Months	3	Norm = 1-3 months	
General KPI: Ensure general financial viability	1/09-0096-3	% debt coverage	Norm = 45%	20%	3	Norm = 45%	20.38%	3	Norm = 45%	
General KPI: Households earning less than R4515 per month with access to free basic services	1/14-0025	% of indigent households with access to free basic services	100%	100%	3	100%	100%	3	100%	
2 Indicators from IDP										
4.7 Review the Long Term	2/17-0013	Review completed	Yes (by Feb	Yes	3	Annually	Yes	3	Annually by	

Financial Plan			2018)			by March			March	
4.7 Review budget related policies in line with the LTFP	2/17-0014	Review completed	Yes (by Feb 2018)	Yes	3	Annually by February	Yes	3	Annually by February	
4.9 Create institutional capacity to facilitate this	2/17-0017	Budget approved for critical interventions to give effect to increased revenue	Yes (by Mar 2018)	Yes	3	By March 2019	No	0		KPI removed in July 2019 with amendment of the IDP
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0080	% of capital budget spent	Between 90% and 105%	100% for the year	3	Between 90% and 105%	1050.6 % for the year	3	Between 90% and 105%	Three capital projects with an expenditure total of R5 170 664 were added as a result of non cash year end transactions. The expenditure total without the three projects is R543 887 which is 100% of the budget
Capital project implementation	3/09-0081	Average % completion of capital projects	90% for the year	100% for the year	3	90% for the year	100% for the year	3.3	90% for the year	
Operating expenditure in line with budget and time frames	3/09-0082	% of operating budget spent	Between 90% and 100%	83.8% for the year	3	Between 90% and 100%	76.5% for the year	2.6	Between 90% and 100%	
Workforce training roll-out	3/09-0083	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0084	% of due council decisions initiated	100%	100%	3	100%	99.5 pm average for the year	3	100%	
Performance and financial monitoring	3/09-0085	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	

		records done								
Annual Report inputs provided by departments	3/09-0086	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0087	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0088	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0089	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	97.3 average for the year	3	90.0%	97.3 average for the year	3.2	90.0%	
Equal employment opportunity management	3/09-0090	% of employment opportunities applied for appropriate equity appointments	100.0%	80% (4/5 employees)	3	100.0%	100.0%	3	100.0%	
Procurement in line with legal process	3/09-0091	% compliance with SCM policy with the exception of approved deviations	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0092-1	% internal audit queries for which an action plan was submitted within 10 working days	100.0%	100.0%	3	100.0%	100%	3	100.0%	
Audit issues resolved	3/09-0092-2	% internal actions implemented within agreed time frame	100%	93% at the end of Qtr 4	3	100%	100% by year end	3	100%	
Audit issues resolved	3/09-0092-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0092-4	% of Auditor General's	100%	N/a - no	0	100%	100%	3	100%	

		findings(comafs) implemented within agreed time frame		COMAFS issued						
Risk identification and control implementation	3/09-0093-1	Confirmation of risk assessment done	Yes (bi- annually by November and May)	Yes	3	Yes (bi- annually by November and May)	Yes	3	Yes (bi- annually by November and May)	
Risk identification and control implementation	3/09-0093-2	% of Risk Action Plans implemented in accordance with the agreed time frame	100% (bi- annually by November and May)	100%	3	Yes (bi- annually by November and May)	Yes	3	Yes (bi- annually by November and May)	
Risk identification and control implementation	3/09-0093-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0093-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0093-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	
Invocoms held	3/09-0095	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0027	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	14 months at the end of Qtr 4	3	3 months maximum	4.5 months at the end of Qtr 4	3	3 months maximum	Management noted that there is no immediate need to fill the vacancy of Executive Secretary: Financial Services.
Productive workforce	3/10-0028	% of person days lost per month due to sick leave	4% pm maximum	1.9% average for the year	3	4% pm maximum	2.6% pm average for the year	3.3	4% pm maximum	

Asset safeguarding	3/13-0004-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Asset safeguarding	3/13-0004-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	N/a	0	Yes	N/a	0	Yes	
Communication Strategy implementation	3/14-0015-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0015-2	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Issuing of safety clothing	3/17-0001	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0002	% spending of grants	100% by end of June	96.6% for the year	2.9	100% by end of June	100% for the year	3	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to	3/17-0079	Projected tariff increases determined for the budget of the new	Yes (annually by November)	Yes	3	Yes (annually by	Yes	3	Yes (annually by	

operating requirements		financial year				November)			November)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0008	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department			0	Annually by 9 July	N/a	0	Annually by 9 July	Will be measured from July 2019
Ensure that the development of the financial system (Promun), especially the fixed assets module, complies with mSCOA requirements by the continuous influencing of R-Data.	3/18-0014	Report submitted to management team			0	Yes (by March 2019)	Yes	3		

(b) Employees: Financial Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	1	0	0	0	0.00%
04 - 06	6	0	0	0	0.00%
07 - 09	37	0	1	1	100.00%
10 - 12	4	0	0	0	0.00%
13 - 15	5	0	0	0	0.00%
16 - 18	1	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	55	1	2	1	

(c) Financial Performance: Financial Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R3 665 014	R26 154 255	R26 717 629	R22 970 745	-13.86%
2 Contrated Services	R0	R4 839 995	R5 885 657	R2 510 101	-92.82%
3 Other	R121 078	R12 393 029	R13 228 031	R7 352 753	-68.55%
TOTAL	R3 786 092	R43 387 279	R45 831 317	R32 833 599	

(d) Capital Expenditure: Financial Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
18-0036 Finance: Notebooks: Financial Interns	R30 000	R30 000	R30 000	0.00%
18-0075 Finance: Equipment Cellphones	R0	R0	R13 319	100.00%
09-0021af Equipment Finance	R15 000	R22 935	R22 896	34.49%
18-0074 Finance: Equipment Insurance	R0	R0	R22 305	100.00%
17-0051 Vehicles Finance: CK40699 Citi Golf 310	R216 720	R167 600	R167 600	-29.31%
17-0053 Vehicles Finance: CK13724 Chevrolet Aveo	R216 720	R179 282	R179 282	-20.88%
18-0073 Finance: Deeds	R0	R0	R5 135 030	100.00%
TOTAL	R478 440	R399 817	R5 570 432	

(e) Debt Recovery

Details	Previous Year Actual Billed	Previous Year Percentage	Billed In Year	Actual Billed	Percentage	Estimate Billed In Year	Estimate Actual Billed	Estimate Percentage
Electricity	R210 384 353	98.00%	R0	R0	0.00%	R0	R0	0.00%
Other	R13 102 937	90.00%	R0	R0	0.00%	R0	R0	0.00%
Property Rates	R93 036 403	90.00%	R0	R0	0.00%	R0	R0	0.00%
Refuse	R33 690 399	95.00%	R0	R0	0.00%	R0	R0	0.00%
Sanitation	R54 215 115	98.00%	R0	R0	0.00%	R0	R0	0.00%
Water	R62 965 213	94.00%	R0	R0	0.00%	R0	R0	0.00%

3.9.6 MANAGEMENT OFFICE OF THE MUNICIPAL MANAGER**(a) Office of the Municipal Manager performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
General KPI: % of capital budget spent on IDP projects	1/14-0029	% of capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP (% of capital budget spent)	Between 90% and 105%	91.2% for the year	3	Between 90% and 105%	84.6% for the year	2.8	Between 90% and 105%	
2 Indicators from IDP										
4.6 Assign Risk Management responsibilities to Internal Audit as RM Shared Services contract ended	2/17-0065	Updated Internal Audit Charter which include risk management facilitation role	By Jan 2017 and thereafter every second year	Yes	3	By January 2019 and thereafter every second year	Yes	3	January 2019 and thereafter every second year	

4.6 Compile a Handover procedure to newly appointed Manager, Internal Audit	2/17-0066	Complete handover procedure			0	By March 2019	No	0	By March 2020	Target changes in July 2019 with amendment of the IDP to "By March 2020"
4.6 Maintain an effective independent Performance, Risk and Financial Audit Committee as per legislation (Appoint for three years, but can extend for six years)	2/17-0068	Appointment of new members for the PRF Committee over a period of three years for continuity	Annually by June	Yes (done in Jul 2017)	3	Annually by June	Yes	3	Annually by June	
3 Indicators Directors										
Sound management	3/09-0003	Number of monthly management meetings held	At least 10 p.a.	10 for the year	3	At least 10 p.a.	11 for the year	3	At least 10 p.a.	
Legally compliant procurement	3/09-0004	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum	0	3	0 maximum	0	3	0 maximum	
Performance and financial monitoring	3/09-0005	Number of monthly performance and financial assessments done	3 pq for 2 qrts and 2 pq for 1 qrt	11 for the year	3	3 pq for 2 qrts and 2 pq for 1 qrt	12 for the year	3	3 pq for 2 qrts and 2 pq for 1 qrt	
Annual report compilation and approval	3/09-0006-1	Annual Report as required by MFMA (121) tabled	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Annual report compilation and approval	3/09-0006-2	Annual Report as required by MFMA (121) approved	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	
Council decision implementation	3/09-0007	% of due council decisions initiated	100%	99.6%	3	100%	100%	3	100%	
Monitoring the IDP/Budget process	3/09-0008	Number of months that the IDP / Budget process	At least 10 p.a.	10 for the year	3	At least 10 p.a.	12 for the	3.6	At least 10 p.a.	

		schedule were checked					year			
Functional macrostructure maintained	3/09-0009	Annual review of the macro structure completed	Yes (before end of June)	Yes	3	Yes (before end of June)	Yes	3	Yes (before end of June)	
MFMA Section 131(1): Ensure that any issues raised by the Auditor-General in an audit report are addressed	3/10-0040	% of issues raised by the Auditor-General in an audit report addressed	100%	100%	3	100%	100%	3	100%	

(b) Employees: Office of the Municipal Manager

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	4	4	4	0	

(c) Financial Performance: Office of the Municipal Manager

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 944 722	R4 705 573	R4 705 573	R4 719 721	0.30%
2 Contrated Services	R17 630	R166 500	R165 800	R120 000	-38.75%
3 Other	R80 087	R219 625	R220 325	R248 018	11.45%
TOTAL	R3 042 439	R5 091 698	R5 091 698	R5 087 739	

(d) Capital Expenditure: Office of the Municipal Manager

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
09-0021ab Equipment Municipal Manager	R5 000	R4 982	R3 743	-33.59%
TOTAL	R5 000	R4 982	R3 743	

3.9.7 MANAGEMENT PROTECTION SERVICES**(a) Protection Services performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
1.8 Effective traffic and law enforcement execution by using an Automated Number Plate Recognition (ANPR) Bus	2/17-0030	Report on progress submitted to the portfolio committee			0	Yes (monthly - 10 per annum)	Yes (11 for the year)	3		
1.9 Effective safety partnerships in terms of the Integrated Safety Strategy through an MOU with all role-players, especially SAPS	2/17-0031	Report on progress submitted to the Mayoral Committee	Yes (by June 2018 and annually by June thereafter	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	

1.10 Effective operation and monitoring by Traffic and Law Enforcement Division	2/17-0032	Report on progress submitted to the Portfolio Committee	Yes (by June 2018 and annually by June thereafter)	Yes	3	Yes (monthly - 10 per annum)	Yes (10 for the year)	3	Yes (monthly - 10 per annum)	
4.8 Each director to do a critical review of the cost drivers and implement a savings plan	2/17-0075	Review completed	Yes (by Sep 2017)	N/a	0	By Nov 2018	Yes	3		
1.11 An effective operational Fire and Rescue Service	2/18-0001-1	Secure budget to expand the current firefighting and emergency resources			0	Yes (annually by November)	Yes	3	Yes (annually by November)	
1.11 An effective operational Fire and Rescue Service	2/18-0001-2	A fire and rescue strategic plan developed			0	Yes (by September 2018)	Yes	3		
1.11 An effective operational Fire and Rescue Service	2/18-0001-3	Disaster Management Plan and Disaster Recovery and Business Continuity Plan reviewed			0	Yes (annually by June)	Yes	3	Yes (annually by June)	
1.11 An effective operational Fire and Rescue Service	2/18-0001-4	Fire Safety By-law reviewed			0	Yes (annually by June)	Yes	3	Yes (annually by June)	
1.13 Facilitate the establishment of a Swartland Community Safety Forum	2/18-0003	Report on progress submitted to the Portfolio Committee			0	Yes (Bi-annually)	Yes	3	Yes (Bi-annually)	
1.13 Facilitate the establishment of four Community Police Forums (one per SAPS office)	2/18-0004	Community Police Forums accredited, registered and trained			0	Yes (By June 2019)	Yes	3		
1.13 Facilitate the establishment of four neighbourhood watches (one per CPF)	2/18-0005	Neighbourhood watches accredited, registered and trained			0	Yes (4 by June 2019)	Yes (3 for the year)	2.2	Yes (4 by June 2020)	

3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0100	% of capital budget spent	Between 90% and 105%	99.9% (for the year)	3	Between 90% and 105%	101.3% for the year	3	Between 90% and 105%	
Capital project implementation	3/09-0101	Average % completion of capital projects	90.0% for the year	100% (for the year)	3	90.0% for the year	97.0% for the year	3.2	90.0% for the year	
Operating expenditure in line with budget and time frames	3/09-0102	% of operating budget spent	Between 90% and 100%	112.8% for the year	3	Between 90% and 100%	97.6% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0103	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0104	% of due council decisions initiated	100%	100%	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0105	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Annual Report inputs provided by departments	3/09-0106	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0107	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0108	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0109	% of all correspondence recorded by Collaborator	90.0%	96.6 average for the year	3	90.0%	95.8 pm	3.2	90.0%	

		less than 60 days old					average for the year			
Equal employment opportunity management	3/09-0110	% of employment opportunities applied for appropriate equity appointments	100%	0%	3	100%	100%	3	100%	
Procurement in line with legal process	3/09-0111	% compliance with SCM policy with the exception of approved deviations	100%	100.0%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0112-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0112-2	% internal actions implemented within agreed time frame	100%	80% at the end of Qtr 4	3	100%	100% by year end	3	100%	
Audit issues resolved	3/09-0112-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	N/a - No findings	0	100%	100%	3	100%	
Audit issues resolved	3/09-0112-4	% of Auditor General's actions implemented within agreed time frame	100%	N/a - No findings	0	100%	100%	3	100%	
Risk identification and control implementation	3/09-0113-1	Confirmations of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0113-2	% of Risk Action Plans implemented in accordance with the agreed time frame	100% (bi-annually by November and May)	100%	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	

Risk identification and control implementation	3/09-0113-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0113-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0113-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	
Invocoms held	3/09-0115	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0032	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	3.3 months at the end of Qtr 4	3	3 months maximum	2.8 months at end of quarter 4	3	3 months maximum	
Productive workforce	3/10-0033	% of person days lost per month due to sick leave	4% pm maximum	3.8% average for the year	2.8	4% pm maximum	3.8% pm average for the year	3	4% pm maximum	
EPWP monitoring	3/12-0010-1	Number of Full Time Equivalents (FTE's) for the financial year	103 for the whole organisation	169.0 cumulative for organisation ; 22.1 cumulative for dept	3	103 for the whole organisation	146.2 for organisation; 24.2 for dept	4.3	103 for the whole organisation	
EPWP monitoring	3/12-0010-2	Number of work opportunities created during the financial year	296 for the whole organisation	406 cumulative for	3	296 for the whole organisation	334 for organisation;	3.4	296 for the whole organisation	

				organisation ; 24 cumulative for dept		n	27 for dept		n	
Assets safeguarding	3/14-0003-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Assets safeguarding	3/14-0003-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	Yes	3	Yes	Yes	3	Yes	
Communication Strategy implementation	3/14-0017-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0017-2	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Effective monitoring of informal settlements	3/16-0004-1	Report to Management on the number of new informal dwellings / structures (including backyard dwellings /	Yes	Yes	3	Yes - monthly	Yes	3	Yes - monthly	

		structures) erected								
Issuing of safety clothing	3/17-0005	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0010	% spending of grants	100% by end of June	100%	3	100% by end of June	0.3% for the year	1	100% by end of June	Grant from DOCS could not be spend before June 2019 due to a delay in the approval of a business plan, recruitment and procurement processes.
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0081	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Minimum competencies attained	3/17-0085	Minimum competencies attained to avoid non-compliance			0	Yes (By 31 July 2018)	Yes	3	N/a	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0010	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department			0	Annually by 9 July	N/a	0	Annually by 9 July	Will be measured from July 2019

(b) Employees: Protection Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0
04 - 06	0	0	0	0	0
07 - 09	1	1	1	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	1	1	1	0	0
TOTAL	2	2	2	0	

(c) Financial Performance: Protection Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 660 049	R1 871 258	R1 871 258	R1 793 837	-4.32%
2 Contrated Services	R27 597	R37 182	R37 182	R25 924	-43.43%
3 Other	R40 656	R179 114	R179 114	R82 172	-117.97%
TOTAL	R1 728 302	R2 087 554	R2 087 554	R1 901 933	

(d) Capital Expenditure: Protection Services

ProjectName	OriginalBudget	AdjustmentBudget	Actual	OriginalBudgetVariance
-------------	----------------	------------------	--------	------------------------

3.10. OTHER SERVICES**3.10.1 ASSET AND FLEET MANAGEMENT****(a) Asset and Fleet Management performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Continuously report on and monitor insurance claims and general control accounts	4/09-0259-1	Number of reports on claims: New claims, outstanding claims, completed / rejected claims	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Continuously report on and monitor insurance claims and general control accounts	4/09-0259-2	Accident committee meeting held to determine accountability and recovering of access payments	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure the effective management of assets	4/09-0266-1	Asset verification process completed	Yes (annually by end of	Yes	3	Yes (annually by end of	Yes	3	Yes (annually by end of	

			November)			November)			November)	
Properly manage vehicle expenditure	4/13-0002-1	Number of monthly meetings held with each director	2 pq for 1 qtrs and 3 pq for 3 qtrs	12 for the year	3	2 pq for 1 qtrs and 3 pq for 3 qtrs	12 for the year	3	2 pq for 1 qtrs and 3 pq for 3 qtrs	
Continuously report on and monitor asset and fleet management	4/17-0013	Number of asset and fleet management meetings held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Compile vehicle budget	4/17-0014-1	Directors assisted with identification of vehicles to be replaced	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Compile vehicle budget	4/17-0014-2	First draft budgets completed and submitted to CFO	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Ensure up to date policies	4/17-0015	Asset management policy and vehicle management policy reviewed	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Identify skills gap and training	4/17-0016-1	Skills gap and training needs identified and discuss with the affected staff and the director	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Identify skills gap and training	4/17-0016-2	Personnel nominated for training and development courses	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0017	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Ensure effective management of assets	4/17-0018-1	Capture all new assets / disposals monthly on the financial system	Yes	Yes	3	12 for the year	10 for the year	2.5	Yes	
Ensure effective	4/17-0018-2	List of assets proposed for	Yes	Yes	3	Yes	Yes	3	Yes	

management of assets		disposal submitted to MAYCO for approval	(annually by end of November or February)			(annually by end of November or February)			(annually by end of November or February)	
Ensure effective management of assets	4/17-0018-3	Auction process of assets overseen (e.g. that only assets approved by the MAYCO for disposal are submitted for the auction and that all the papers of the assets are in order)	Yes (annually by end of November or February)	Yes	3	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	
Ensure effective management of assets	4/17-0018-4	Year end process: Asset register on financial system updated (impairments, residuals, review of useful life, depreciation, disposals, unbundling, new assets and condition assessment)	Yes (annually by August)	Yes	3	Yes (annually before 15 August)	Yes	3	Yes (annually before 15 August)	
Manage and update finance and operating leases on lease register	4/17-0019	Lease register updated	Yes (Annually by August)	Yes	3	Yes (Annually by August)	Yes	3	Yes (Annually by August)	
Productive workforce	4/17-0177	% of person days lost per month due to sick leave	4% pm maximum	2.0 pm average for the year	3	4% pm maximum	3.4% pm average for the year	3.2	4% pm maximum	

3.10.2 BUDGET OFFICE AND COSTING

(a) Budget Office and Costing performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure up to date policies	4/17-0104	Virement policy and Budget implementation policy reviewed	Yes (annually by March)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Guidance and training	4/17-0105-1	Skills gap and training needs identified and discuss with the affected staff and the director	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Guidance and training	4/17-0105-2	Personnel nominated for training and courses	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0106	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Prepare operating and capital budget	4/17-0108-1	Verification of multi-year draft operating and capital budgets submitted to the CFO	Yes (annually by end of December)	Yes	3	Yes (annually by end of December)	Yes	3	Yes (annually by end of December)	
Prepare operating and capital budget	4/17-0108-2	Adjustment budget requests submitted to the Director Financial services	Yes (annually by December)	Yes	3	Yes (annually by December)	Yes	3	Yes (annually by December)	
Implementation of mSCOA	4/17-0110-1	Number of months that line items were correctly classified according to the mSCOA seven segments and the IDP goals	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

Implementation of mSCOA	4/17-0110-2	Number of mSCOA steering committee meetings scheduled	1 per quarter	6 for the year	3	Yes (bi-annually)	1 for the year	3	Yes (bi-annually)	The scheduled mSCOA Steercom could not take place due to insufficient progress as they relate to system challenges.
Productive workforce	4/17-0198	% of person days lost per month due to sick leave	4% pm maximum	2.5% pm average for the year	3	4% pm maximum	1.4% pm average for the year	3.8	4% pm maximum	

3.10.3 EXPENDITURE

(a) Expenditure performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Properly manage expenditure	4/09-0254-1	Number of meetings held to discuss operating budget expenditure with each director	2 per qtr for 2 qtrs and 3 per qtr for 2 qtrs	11 for the year	3	2 per qtr for 2 qtrs and 3 per qtr for 2 qtrs	12 for the year	3	2 per qtr for 2 qtrs and 3 per qtr for 2 qtrs	
Properly manage VAT	4/09-0255-1	Number of months SARS Statements were reconciled with municipality's VAT Submission Account	3 per quarter (1 attachment per quarter)	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Properly manage VAT	4/09-0255-2	Calculate the annual VAT apportionment ratio in terms of the VAT act	Yes	N/a	0	Yes	N/a	0	Yes	Still in development phase
Properly manage salary related transactions	4/09-0256-1	Draft salary budget completed and submitted to CFO	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	

Properly manage salary related transactions	4/09-0256-2	Number of months that calculation and payment of PAYE, UIF and SDL was done	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Properly manage salary related transactions	4/09-0256-3	Feedback from SARS concerning the IRP5's positive	Yes (annually before end of May)	Yes	3	Yes (annually before end of May)	Yes	3	Yes (annually before end of May)	
Pay creditors in a timely fashion	4/09-0257	% creditors paid within 30 days from statement date	97.0%	98.4% pm average for the year	3	97.0%	98.8%	3	97.0%	
Identify Unauthorised, Irregular, Fruitless and Wasteful expenditure	4/16-0002-1	Unauthorised, Irregular, Fruitless and Wasteful Expenditure identified and reported to the Accounting Officer	Yes	Yes	3	Yes	N/a	0	Yes	Non Identified and non reported
Identify Unauthorised, Irregular, Fruitless and Wasteful expenditure	4/16-0002-2	Unauthorised, Irregular, Fruitless and Wasteful Expenditure identified and reported to the MEC for local government and the Auditor-General after report received from Disciplinary Board	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure up to date policies	4/17-0060	Travelling and subsistence policy submitted to CFO for annual review	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Guidance and training	4/17-0061-1	Skills gap and training needs identified and discussed with the affected staff and the director	Yes (annually by end of September)	N/a	0	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Guidance and training	4/17-0061-2	Personnel identified for training and development courses	Yes (annually by March)	Yes	3	Yes (annually by March)	N/a	0	Yes (annually by	The amendments of this target to "annually by November" was approved by the Mayco

									November)	on 23 January 2019 with effect from 1 July 2018 (retrospective). Because it negatively affects some of the division heads that did not achieved the target in November 2018. The new target will be implemented from July 2019.
Update risk assessment	4/17-0062	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Manage access to systems	4/17-0063-1	User access to the payroll system reviewed (payroll section)	Yes (quarterly)	Yes	3	Yes (quarterly)	Yes	3	Yes (quarterly)	
Manage access to systems	4/17-0063-2	User access to the e-filing system reviewed (individual tax and VAT)	Yes (quarterly)	Yes	3	Yes (quarterly)	Yes	3	Yes (quarterly)	
Duties as tax representative of the municipality	4/17-0064-1	Dispute resolution in respect of penalties and interest incurred (VAT, PAYE, UIF and SDL)	Yes	Yes	3	Yes	N/a	0	Yes	No Disputes
Duties as tax representative of the municipality	4/17-0064-2	Number of months that VAT was declared before / on the end of the following month	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Duties as tax representative of the municipality	4/17-0064-3	Number of months that the PAYE, UIF and SDL were correctly declared before the 7th of the following month	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Manage the current bank accounts	4/17-0065-1	Number of bank reconciliations and related accounts finalised within 10 working days	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

		after end of month								
Manage the current bank accounts	4/17-0065-2	Number of months that verifications of bank charges and interest received are according to tender	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Productive workforce	4/17-0186	% of person days lost per month due to sick leave	4% pm maximum	0.5% pm average for the year	3	4% pm maximum	1.7% pm average for the year	3.6	4% pm maximum	

3.10.4 FINANCIAL STATEMENTS AND CONTROL

(a) Financial Statements and Control performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Completion of financial statements in line with legislation	4/09-0263-1	Council's accounting policies reviewed	Yes (annually before the last week of August)	Yes	3	Yes (annually before the last week of August)	Yes	3	Yes (annually before the last week of August)	
Completion of financial statements in line with legislation	4/09-0263-2	Draft Financial Statements submitted to the Performance and Risk Audit Committee and inputs attended to prior to submission to Auditor General	Yes (annually before the last week of August)	Yes	3	Yes (annually before 21 August)	Yes	3	Yes (annually before 21 August)	
Completion of financial statements in line with legislation	4/09-0263-3	Accurate and credible Financial Statements submitted to Auditor General	Yes (annually before end of August)	Yes	3	Yes (annually before end of August)	Yes	3	Yes (annually before end of August)	

Completion of financial statements in line with legislation	4/09-0263-4	Auditor General findings timeously responded to	Yes (within 5 days)	Yes	3	Yes (within 5 days)	Yes	3	Yes (within 5 days)	
Monitoring of financial procedures against the approved financial statements	4/17-0072	All control account reconciliation statements and statistical returns timeously compiled and corrections performed in the following month.	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure up to date policies	4/17-0073-1	Cash management policy reviewed	Yes (annually by May)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Ensure up to date policies	4/17-0073-2	All other policies of department quality reviewed and reported to CFO	Yes (annually by end of January)	N/a	0	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Guidance and training	4/17-0074-1	Skills gap and training needs identified and discuss with the affected staff and the director	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Identify skills gap and training	4/17-0074-2	Personnel nominated for training and courses	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0075	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Manage Investments and Loans	4/17-0076-1	Record transactions relating to loans in a suitable register	Yes (bi-annually by June and December)	Yes	3	Yes (bi-annually by June and December)	Yes	3	Yes (bi-annually by June and December)	
Manage Investments and	4/17-0076-2	Ensure timeous monthly	Yes (bi-	Yes	3	Yes (bi-	Yes	3	Yes (bi-	

Loans		payments and accuracy of interest raised	annually by June and December)			annually by June and December)			annually by June and December)	
Manage Investments and Loans	4/17-0076-3	Recommendations of investing of moneys submitted to the Director: Financial Services and Municipal Manager for approval and evidence of completed signed documents from financial institution.	Yes	Yes	3	Yes	Yes	3	Yes	
Manage Investments and Loans	4/17-0076-4	Keep investment register updated and verify correctness of interest received.	Yes	Yes	3	Yes	Yes	3	Yes	
Compliance to GRAP Standards	4/17-0079	Implement changes to the financial statements and accounting procedures in accordance with adjustments to government legislation, regulations, policies, procedures and GRAP Standards	Yes (annually)	Yes	3	Yes (annually)	Yes	3	Yes (annually)	
Productive workforce	4/17-0190	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	3	4% pm maximum	0% pm average for the year	4	4% pm maximum	

3.10.5 FINANCIAL SYSTEMS ADMINISTRATION

(a) Financial Systems Administration performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Manage user sessions on the Financial System	4/17-0037	Report on managing of user sessions on the Financial System	Yes (Quarterly)	Yes	3	Yes (Quarterly)	Yes	3	Yes (Quarterly)	
Manage user support: Solve user requests and problems reported on the Financial System	4/17-0038-1	% of requests for problem solving lodged with Helpdesk resolved within 48 hours	90.0%	100%	3	90.0%	100%	3	90.0%	
Manage user support: Solve user requests and problems reported on the Financial System	4/17-0038-2	% of request for new developments on Promun and the testing thereof completed	100% Quarterly	100%	3	Quarterly	N/a	0	Quarterly	No new development needed
Train and support users on the Financial System	4/17-0039-1	Report to CFO (inclusive of training schedules signed-off by affected key staff) on support and guidance provided to users when discussing required enhancements to programs of the Financial System	Yes	Yes	3	Yes	Yes	3	Yes	
Train and support users on the Financial System	4/17-0039-2	% of requests for training of new and existing users with regards to the Promun system and the use of Excel and pivot tables for reporting purposes with monthly reporting to CFO (proof of attendance signed off by	100%	N/a	0	100%	100%	3	100%	

		the affected parties)								
Train and support users on the Financial System	4/17-0039-3	Report to CFO on specific training modules according to the various financial functions compiled and reviewed	Yes (annually before the end of June)	N/a	0	Yes (annually before the end of June)	N/a	0	Yes (annually before the end of June)	No new reviews
Manage continuous improvement to the Financial System	4/17-0040-1	All financial programs and system changes documented and logged with Helpdesk and coordinated, tested (in test environment if necessary), finalised and reported to CFO	1 per year	N/a	0	Yes (annually before the end of June)	Yes	3	Yes (annually before the end of June)	
Accurate and completeness of electronic payments	4/17-0041	Balance and verify electronic payments (Pay@) from vendors into the Financial Database after the import of the file sent by Pay@ via FTP	12 for the year	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Accurate and completeness of vehicle costing integration	4/17-0042-1	Standard Bank vehicle costing file downloaded, tested and balanced prior to importing into Financial system	Yes (with exception reported to Head)	Yes	3	Yes (with exception reported to Head)	Yes	3	Yes (with exception reported to Head)	
Accurate and completeness of vehicle costing integration	4/17-0042-2	Number of months that the correctness and integrity of data were tested prior to updating of data to the Financial System for monitoring by the Head: Assets and Fleet	12 for the year	10 for the year	2.5	12 for the year	12 for the year	3	12 for the year	
Effective execution and monitoring of ACB payment process	4/17-0043-1	Administer ACB applications received from the Head: Credit Control and capture new	Yes	Yes	3	Yes	Yes	3	Yes	

		applications and/or make changes on Financial System accordingly								
Effective execution and monitoring of ACB payment process	4/17-0043-2	Number of months that the data regarding the ACB run from the Financial System to the Business Online were imported and the imported and rejected transactions from Burofocus were managed by ensuring that current controls are effective.	12 for the year	12 for the year	3	12 for the year	11	2	12 for the year	
Effective completion of month-end procedure	4/17-0044-1	Number of month-end procedures completed successfully within 5 working days from the first working day of the month during which period challenges must be identified proactively and communicated to CFO or applicable functionary Head to prevent incorrect accounts.	12 for the year	12 for the year	3	12 for the year	12 for the year	3	12 for the year	
Effective completion of month-end procedure	4/17-0044-2	Number of months that the process of copying the Financial system to Admin system were managed.	12 for the year	3 qtrs = N/a, 1 Qtr = 3	3	12 for the year	12 for the year	3	12 for the year	
Effective completion of month-end procedure	4/17-0044-3	Number of months that the following procedures were managed: - Creating accounts - Sending of same via email to consumers with email addresses - Sending notices	12 for the year	12 for the year	3	12 for the year	11 for the year	2	12 for the year	

Availability of management and Audit information	4/17-0045	Number of months that the audit reports were created and placed in month-end folder	12 for the year	12 for the year	3	12 for the year	12 for the year	3	12 for the year	
Accuracy and completeness of Credit control process	4/17-0046-1	Setup and print of final notices for outstanding debt	Yes (quarters 1 and 2)	Yes	3	Yes (quarter 2)	Yes	3	Yes (quarter 2)	
Accuracy and completeness of Credit control process	4/17-0046-2	Handover of outstanding debts	Yes (quarters 3 and 4)	Yes	3	Yes (quarters 3 and 4)	Yes	3	Yes (quarters 3 and 4)	
Accuracy and completeness of Credit control process	4/17-0046-3	Data flow between Financial System and legal suite; and/or between Financial and Collab systems administered	Yes	Yes	3	Yes	Yes	3	Yes	
Accuracy and completeness of Annual Debit Raising	4/17-0047-1	Completion of annual debit raising procedure	Yes (annually by June)	N/a	0	Yes (annually by July)	Yes	3	Yes (annually by July)	
Accuracy and completeness of Annual Debit Raising	4/17-0047-2	Completion of interim valuation debit raising procedure	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	
Accuracy and completeness of Year-end process	4/17-0048-1	Period 13 closed pursuant to regulatory audit	Yes (annually by July)	Yes	3	Yes (annually after completion of the AG's audit)	Yes	3	Yes (annually after completion of the AG's audit)	
Accuracy and completeness of Year-end process	4/17-0048-2	Quarters closed	Yes (annually after completion of the AG's audit)	Yes	3	1 per quarter	10 for the year	3.5	1 per quarter	
Effective	4/17-0049-1	User manuals prepared,	Yes	N/a	0	Yes	N/a	0	Yes	KPI and Target deleted from 1

Setup/Maintenance of system		updated and submitted to CFO for sign-off for all the processes required for the proper utilisation of all the facilities in Financial Systems and arranged ongoing training and monitoring to ensure the full and proper use of the Systems	(annually by June)			(annually by June)			(annually by June)	July 2019
Effective Setup/Maintenance of system	4/17-0049-2	All setup changes to the Financial system programs provided by the Financial System Provider managed with signed-off report on all new or revised software changes.	No	No	3	Yes	Yes	3	No	
Effective Setup/Maintenance of system	4/17-0049-4	Information from database as required from Management (ODBC) extracted and users assisted with extraction of information from database (ODBC)	Yes (provide reports in practical usable formats)	N/a	0	Yes (provide reports in practical usable formats)	N/a	0	Yes (provide reports in practical usable formats)	No changes
Update risk assessment	4/17-0050	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Performance of service provider of Financial System	4/17-0052	% of queries issued and development requests completed by R-data inclusive of the management of service hours by R-Data staff whether on-site or remote access	Report deviations to CFO and enforce SLA	N/a	0	95.0% - Report deviations to CFO and enforce SLA	95%	3	95.0% - Report deviations to CFO and enforce SLA	

Productive workforce	4/17-0183	% of person days lost per month due to sick leave	4% pm maximum	3.3% pm average for the year	3	4% pm maximum	1.1% pm average for the year	3.7	4% pm maximum	
----------------------	-----------	---	---------------	------------------------------	---	---------------	------------------------------	-----	---------------	--

3.10.6 INCOME

(a) Income performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that all monies are banked	4/09-0240	Number of months that monies are banked, except the shortages not paid in immediately	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Do proper financial planning	4/09-0242	Draft income budget submitted to CFO	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	
Ensure the proper inter-departmental management of income	4/09-0246	Number of meetings held with each director	3 pq for 2 qtrs and 2 pq for 2 qtrs	11 for the Year	3	3 pq for 2 qtrs and 2 pq for 2 qtrs	12 for the Year	3	3 pq for 2 qtrs and 2 pq for 2 qtrs	
Provide accurate service information	4/09-0251	Number of monthly updates of electricity and water statistics and distribution losses done	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure that electricity tariffs comply with legal requirements	4/09-0253	Electricity tariffs submitted to Council and NERSA	Yes (after 90 day budget approval)	Yes	3	Yes (after 90 day budget approval)	Yes	3	Yes (after 90 day budget approval)	
Ensure the proper management of income	4/09-0265-1	Number of months that the daily reports were in	3 per quarter	10 for the year	2.5	3 per quarter	12 for the year	3	3 per quarter	

		balance at the end of the month (excluding cashier shortages)								
Ensure the proper management of income	4/09-0265-2	Number of months that the weekly reconciliations of cash were received	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure up to date policies	4/17-0161	Input provided in respect of the review of policies and strategies	Yes (annually by February)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Guidance and training	4/17-0162-1	Skills gap and training needs identified and discussed with the affected staff and the director	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Guidance and training	4/17-0162-2	Personnel nominated for training and courses	Yes (annually by March)	Yes (done in Oct 2017)	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0163	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-1	Number of months that the reconciliations of revenue votes to control accounts were certified as correct	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-2	Tariff adjustments controlled and coordinated for services, sundries and pre-paid meters	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-3	Financial year-end: Revenue entries finalised (investment properties, payment received in	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	

		advance and tariff revenue)								
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-4	Number of months that meter readings were completed on time	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Supply of statistical information	4/17-0166-1	Number of Back to Basics reports submitted to relevant National Government	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Supply of statistical information	4/17-0166-2	% of required quarterly reports submitted to the relevant National and Provincial Governments	100%	100%	3	100%	100%	3	100%	
Supply of statistical information	4/17-0166-3	% of required annual reports submitted to relevant National and Provincial Governments	100%	100%	3	100%	100%	3	100%	
Productive workforce	4/17-0176	% of person days lost per month due to sick leave	4% pm maximum	1.9% pm average for the year	3	4% pm maximum	2.6% pm average for the year	3.3	4% pm maximum	

3.10.7 LEGAL AND CREDIT CONTROL

(a) Legal and Credit Control performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Appropriately manage debt	4/09-0234-2	Credible and accurate bi-annual report containing motivation for the writing off of irrecoverable debt submitted to CFO	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	

Appropriately manage debt	4/09-0234-3	% of outstanding debtors handed over prior to year-end as agreed with the CFO	98% for the year	<<NoData>>	3.1	98% for the year	100% for the year	3	98% for the year	
Ensure up to date policies	4/17-0112	Review of policies and strategies submitted to CFO: Credit control and debt collection policy and Indigent policy	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Guidance and training	4/17-0113-1	Skills gap and training needs identified and discussed with the affected staff and director	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Guidance and training	4/17-0113-2	Personnel nominated for training and courses	Yes (annually by March)	N/a - No need was identified	0	Yes (annually by March)	Yes	3	Yes (annually by March)	
Guidance and training	4/17-0113-3	Evaluate impact of training on work performance when appropriate and submit report to director	Yes (annually by end of May)	N/a	0	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Update risk assessment	4/17-0114	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Credit Control Management	4/17-0115-1	Report on arrears of municipal personnel and Council members to Municipal Manager and Director: Financial Services and measures taken to adress same	Yes	Yes	3	Yes	Yes	3	Yes	
Credit Control Management	4/17-0115-2	Make sure that cut-off list for termination and	Yes	Yes	3	Yes	Yes	3	Yes	

		reconnection of services are carried out and that same is accurate								
Legal Collections Management	4/17-0117-1	Determine which accounts must be handed over for legal action to collect monies owing to Council	Yes (annually by November)	N/a	0	Yes (annually by November)	Yes	3	Yes (annually by November)	
Legal Collections Management	4/17-0117-2	% of accounts which were handed over successfully collected	60% (annually by end of June)	60%	3	60% (annually by end of June)	100%	5	60% (annually by end of June)	
Legal Collections Management	4/17-0117-3	Evaluate and report effectiveness of processes and controls applied during handover	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Legal Collections Management	4/17-0117-4	Conduct workshop with members of the Executive Mayoral Committee to substantiate why an account should be written off	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	
Legal Collections Management	4/17-0117-5	Submit list of accounts with individual comments relating to each account for purposes of the agenda discussion dealing with write-offs at Mayco	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	
Legal Collections Management	4/17-0117-6	Take responsibility by certifying the correctness of write-offs to be done against debtor's accounts once Council decision is obtained	Yes (once a year prior to year-end)	Yes	3	Yes (once a year prior to year-end)	Yes	3	Yes (once a year prior to year-end)	
Indigent Subsidy Management	4/17-0118	Verify additions to the indigent register of	Yes	Yes	3	Yes	Yes	3	Yes	

		qualifying households in line with the criteria in the policy								
Support service across directorates	4/17-0120	Act as initiator or presiding officer at Disciplinary Procedures in different Departments	Yes	N/a - post vacant	0	Yes	N/a	0	Yes	Post was vacant
Productive workforce	4/17-0178	% of person days lost per month due to sick leave	4% pm maximum	2.3% pm average for the year	3	4% pm maximum	3.2% pm average for the year	3.1	4% pm maximum	

3.10.8 SECRETARIAT AND ARCHIVES

(a) Introduction

The secretariat and archives division renders a comprehensive and effective administrative support function regarding secretariat services, ward committees and archives and records activities to support the recording, updating, circulation and maintenance of information from, to and within the municipality.

During the year under review, the following number of Council meetings were held:

- Council meetings (including special meetings) = 11
- Portfolio Committee meetings = 6
- Executive Mayoral Committee meetings (including special meetings) = 16
- Ward Committee meetings = 83

(b) Secretariat and Archives performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-1	Number of council agendas distributed according to policy (i.e. 48 hours in advance)	1 per quarter	7 for the year	3	1 per quarter	9 for the year	3	1 per quarter	

Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-2	Number of EMC agendas distributed monthly according to policy (i.e. 24 hours in advance)	3 per quarter	12 for the year	3	3 per quarter	13 for the year	3	3 per quarter	
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-3	Number of ward committee agendas distributed monthly at least 7 working days before the meetings	8 for the year	9 for the year	3	8 for the year	8 for the year	3	8 for the year	
Ensure the timely distribution of resolutions to appropriate officials	4/09-0065	Average number of working days to distribute EMC, Council and ward committee resolutions according to policy	7 days maximum	5.5 days average for the year	3	7 days maximum	5.6 days average for the year	3.5	7 days maximum	
Ensure that ward committees are continually engaged	4/09-0066	Number of ward committee meetings held per annum	At least 48 for the year	104 for the year	3	At least 48 for the year	83 for the year	5	At least 48 for the year	
Appropriately manage the filing system	4/09-0069	Update of master copy completed	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Adequately distribute all incoming correspondence	4/09-0070	% of incoming mail referred within 48 hours	95%	99.5% average for the year	3.1	95%	99.7% pm average for the year	3.2	95%	
Manage archives in a legally compliant manner	4/09-0071	Number of inspection reports submitted	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Improve access to municipal policies and bylaws	4/09-0084	Policy register (council decisions) and by-law register updated	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure that council minutes are placed on the	4/11-0001	Council minutes placed on the Municipality's website	Yes	Yes	3	Yes	Yes	3	Yes	

Municipality's website		within 5 working days after the council meeting								
Ensure the disposal of records according to Disposal Authorities issued by the Provincial Archivist	4/11-0002	Disposal of records according to Disposal Authorities done	Yes (annually by June)	Yes (done in Jan)	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Ensure up to date policies	4/17-0021	Policies reviewed in terms of pre-determined schedule	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Guidance and training	4/17-0022-1	Training needs identified for staff	Yes (annually by March)	Yes (done in Dec)	3	Yes (annually by March)	Yes	3	Yes (annually by Nov)	
Guidance and training	4/17-0022-2	Awareness and induction training regarding records management as and when needed	Yes	Yes	3	Yes	Yes	3	Yes	
Update risk assessment	4/17-0023	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Bid Committee administration	4/17-0024	Notified responsible officials of the expiry of multi year tender contracts by utilising automated systems	Yes	Yes	3	Yes	Yes	3	Yes	
Ward committee administration	4/17-0025	Number of reports submitted to government authorities on ward committee activities	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Compliance with the Promotion of Access to Information Act (PAIA)	4/17-0027-1	s32 Report submitted to SAHRC	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	
Compliance with the Promotion of Access to	4/17-0027-2	s15 Notice published in Government Gazette	Yes (annually by	Yes	3	Yes (annually	Yes	3	Yes (annually	

Information Act (PAIA)			end of June)			by end of June)			by end of June)	
Performance of contractors	4/17-0028	Number of reports submitted to director on performance of contractors	10 for the year	N/a	0	10 for the year	N/a	0	10 for the year	No tender or quotation awarded
Correspondence addressed in a timely manner	4/17-0029	% of all correspondence recorded by Collaborator less than 60 days old	90% pm average	77% pm average for the year	2.7	90% pm average	92.1% pm average for the year	3.1	90% pm average	
Inform staff	4/17-0030	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0179	% of person days lost per month due to sick leave	4% pm maximum	2.6% pm average for the year	3	4% pm maximum	2.7% pm average for the year	3.3	4% pm maximum	

(c) Employees: Secretariat and Archives

Employees incorporated under Administration Corporate Services.

(d) Financial Performance: Secretariat and Archives

Operational expenditure incorporated under Administration Corporate Services.

(e) Capital Expenditure: Secretariat and Archives

None

(f) Comment on the performance of Secretariat and Archives overall

No comment.

3.10.9 MARKETING AND TOURISM

(a) Introduction

Swartland Municipality provides funding to the Cape West Coast tourism organisation in terms of a Service Level agreement. The funding is mainly used for personnel to man the offices and marketing through brochures and attendance of festivals and indabas. In the region there are 5 tourism offices, namely Malmesbury, Riebeeck valley, Moorreesburg/Koringberg, Darling and Yzerfontein.

(b) Marketing and Tourism performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
2.7 Develop a more effective tourism destination marketing and development business model	2/17-0039	Study done and revised tourism business model finalised.			0	Yes (by end of 2018)	Yes	3	Yes (by end of 2020)	
4 Indicators Division Heads										
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-1	Number of reports submitted by LTO	1 per quarter	5 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-2	Report by Chairperson submitted	Yes (annually by September)	Yes	3	Yes (annually by September)	Yes	3	Yes (annually by September)	
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-3	Financial statements submitted	Yes (annually by September)	Yes	3	Yes (annually by September)	Yes	3	Yes (annually by September)	
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-4	LTO performance in terms of KPI's assessed	Yes (annually by September)	Yes	3	Yes (annually by September)	Yes	3	Yes (annually by September)	

(c) Employees: Marketing and Tourism

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	1	1	1	0	

(d) Financial Performance: Marketing and Tourism

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R409 783	R501 877	R501 877	R447 756	-12.09%
2 Contrated Services	R45 231	R53 501	R53 501	R48 265	-10.85%
3 Other	R747 962	R880 356	R880 356	R846 098	-4.05%
TOTAL	R1 202 976	R1 435 734	R1 435 734	R1 342 119	

(e) Capital Expenditure: Marketing and Tourism

None

(f) Comment on the performance of Marketing and Tourism overall

The tourism organisations have Annual General Meetings and new committee members are elected every second year. The Cape West Coast / Swartland Tourism Association is evaluated annually on their KPI's. Their financial statements and Chairman's report are tabled at council.

3.10.10 STRATEGIC MANAGEMENT

(a) Introduction

The purpose of Strategic Management is to provide an efficient and pro-active strategic service to the Council, the Municipal Manager and the Organisation which includes -

- Development and management of strategic services
- Community participation as described in chapter 4 of the Municipal Systems Act
- Integrated development planning as described in chapter 5 of the Municipal Systems Act
- Performance management as described in chapter 6 of the Municipal Systems Act
- Programme and project management
- Intergovernmental alignment
- Local economic development

(b) Strategic Management performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure effective performance management	4/09-0015-1	Performance reported to the External Audit Committee and Council	Yes (quarterly)	Yes	3	Yes (quarterly)	Yes	3	Yes (quarterly)	
Ensure effective performance management	4/09-0015-2	Number of performance management meetings	10 for the year	11 for the year	3	10 for the year	12 for the year	3.6	10 for the year	
Ensure effective performance management	4/09-0015-3	Performance evaluation by panel done	Yes (annually by August)	Yes	3	Yes (annually by August)	Yes	3	Yes (annually by August)	
Ensure effective performance management	4/09-0015-4	Performance management system reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Proper consultation in reviewing of the IDP	4/17-0066-1	With the compilation of the IDP, were all the stakeholders consulted	Yes (report by May annually)	Yes	3	Yes (report by May annually)	Yes	3	Yes (report by May annually)	

Proper consultation in reviewing of the IDP	4/17-0066-2	With the compilation and revision of the IDP, was a strategy session held with the Mayoral Committee and top management to revise the strategy	Yes (before December annually)	Yes	3	Yes (before December annually)	Yes	3	Yes (before December annually)	
Proper Program and project management	4/17-0067	Program, project, budget and performance data captured on the PM system	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Ensure up to date policies	4/17-0068-1	Local economic development (LED) policy and framework reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Ensure up to date policies	4/17-0068-2	Performance management policy/framework reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Guidance and training	4/17-0069	Personnel nominated for training and development courses	Yes (annually by March)	N/a	0	Yes (annually by March)	Yes	3	Yes (annually by November)	
Update risk assessment	4/17-0070	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Resolve audit issues	4/17-0071-1	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	N/a	0	100%	N/a	0	100%	No ComAF's issued
Resolve audit issues	4/17-0071-2	% of Auditor General's findings implemented within agreed time frame	100%	100% (Achieved in Qtr 2)	3	100%	N/a	0	100%	No ComAF's issued
Resolve audit issues	4/17-0071-3	% of outstanding internal audit findings addressed according to scheduled	100%	91.5% average for the year	2.7	100%	100%	3	100%	

		deadlines								
Productive workforce	4/17-0188	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	3	4% pm maximum	1.7% pm average for the year	3.5	4% pm maximum	

(c) Employees: Strategic Management

Included under Administration Municipal Manager

(d) Financial Performance: Strategic Management

Included under Administration Municipal Manager

(e) Capital Expenditure: Strategic Management

None

(f) Comment on the performance of Strategic Management overall

No comments.

3.10.11 INTERNAL AUDIT (INCLUDING RISK MANAGEMENT)**(a) Introduction****Internal Audit**

The purpose of the Internal Audit Activity (IAA) is to provide an independent, objective assurance and consulting services designed to add value and improve Swartland Municipality's operations. The IAA helps the organisation to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The scope of work of the IAA is to determine whether the municipality's control processes, as designed and represented by management, are adequate and functioning in a manner to ensure amongst others the:

- i. Safeguarding of assets;
- ii. Compliance with laws, regulations and contractual obligations;
- iii. Reliability and integrity of information; and
- iv. Economic, efficient and effective use of resources.

The Manager, Internal Audit follows a risk based audit approach whereby an annual audit plan is compiled and executed. Included in the plan are special tasks or projects requested by Management and the Performance and Risk Audit Committee. Reporting to the Municipal Manager regarding the activities of the unit such as audits and investigations performed, audit findings not yet implemented and any other concerns is done on a monthly basis. Quarterly Performance and Risk Audit Committee meetings are held where risk management, performance management, audit reports issued and performance against the audit plan are discussed. Minutes of these meetings are submitted to the Executive Mayoral Committee and noted at Council meetings as being received.

Risk Management

A fully functional Enterprise Risk Management unit has not been established within Swartland Municipality and the responsibility to assist management in compiling and updating risk registers assigned to Internal Audit. Risk Management is one of management's core responsibilities and therefore the Internal Audit unit as part of their consulting services, assists management with the implementation of risk management. The performance of risk assessments is done by Internal Audit through facilitating the process of identifying and assessing risks per Directorate.

Each Directorate in conjunction with Internal Audit has compiled Operational Risk Assessments as well as a Strategic Risk Assessment to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. These Risk Assessments are reviewed regularly to identify changes in the risk exposure that will result from changes in the organisation as well as external factors. Risk Management has been implemented in a comprehensive and integrated way, throughout the municipality rather than only in selected business areas or disciplines. The identified risks are prioritised which enables management to focus more time, effort and resources on higher risk areas. Identified high risk areas form part of the IDP and the Performance Management system which ensures that it is monitored on a continuous basis. The BarnOwl system is utilised to assess risks and to compile risk registers.

(b) Internal Audit (including Risk Management) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that management is aware of all audit related issues	4/09-0002-1	Number of monthly reports regarding internal audit activities submitted to the Municipal Manager	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure that management is aware of all audit related issues	4/09-0002-2	IIA External Quality reviewed	Yes (annually before the end of November)	N/a	0	Yes (annually before the end of November)	No	0	Yes (annually before the end of November)	A quality review was done by National Treasury in 2014. Target to be set for before November 2019 (every 5 years)
Ensure that the Audit	4/09-0003	Number of reports	1 per	4 for the	3	1 per	4 for the	3	1 per	

Committee is informed of all audit (AG and internal) as well as evaluation reports regarding compliance, controls and risk management		submitted to Audit Committee regarding risks affecting the Municipality to ensure opinion on combined assurance to Council	quarter	year		quarter	year		quarter	
Ensure that the Audit Committee function as per mandate	4/09-0004	Number of AC meetings minutes submitted to the Executive Mayoral Committee with recommendations to be dealt with by Council at their next meeting	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Continuously update the risk profile of the Municipality	4/09-0005-1	Compilation of Risk Based Audit Plan (RBAP) completed	Yes (annually by end of July)	Yes	3	Yes (annually by end of July)	Yes	3	Yes (annually by end of July)	
Continuously update the risk profile of the Municipality	4/09-0005-2	Risk Based Audit Plan (RBAP) approved by the Audit Committee	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	4/09-0006-1	% execution of the RBAP	80% for the year	90% for the year	3	80% for the year	95% for the year	3.6	80% for the year	
Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	4/09-0006-2	% of outstanding internal audit findings addressed according to scheduled deadlines	100%	69.5% average for the year	2.1	100%	100%	3	100%	
Ensure proper identification of risks in the Municipality	4/09-0007	Risk assessment of all directorates reviewed and updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	

MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-1	% of Auditor General requests for documents and information effectively obtained and submitted (Audit File) within 2 working days	100%	100%	3	100%	100%	3	100%	
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-2	Comments / action plan obtained from responsible manager within 5 days from date of issue for all COMAFS submitted by the AG	Yes	Yes	3	Yes	Yes	3	Yes	
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-3	Number of quality key control report compiled on behalf of the AG and approved	1 per quarter	N/a	0	1 per quarter	1 for the year	1	1 per quarter	
Ensure up to date policies	4/12-0006-1	IA Strategic and Work procedure reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	No	0	Yes (annually by end of June)	Awaited National Treasury planned to compile standard document for all municipalities. Input submitted, however not issued.
Ensure up to date policies	4/12-0006-2	Internal Audit Charter reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-3	Audit Committee Charter reviewed	Yes (annually by end of June)	Yes (Amended and approved Jan'18)	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-4	Risk Management Strategic Plan reviewed	Yes (annually by end of	Yes	3	Yes (annually by end of	Yes	3	Yes (annually by end of	

			June)			June)			June)	
Ensure up to date policies	4/12-0006-5	Fraud and Anti-Corruption Policy reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-6	Risk Management Policy reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-7	Unauthorised, Irregular and Fruitless and wasteful expenditure reviewed	Yes (annually)	Yes	3	Yes (annually)	Yes	3	Yes (annually)	
Ensure that AC members are informed of all relevant policies, circulars, regulations and acts	4/17-0080	Number of monthly Seafire information updates	10 for the year	11 for the year	3	10 for the year	10 for the year	3	10 for the year	
The Strategic objectives of Internal Audit are aligned to that of the municipality and it is in accordance with applicable legislation and standards	4/17-0081	3 Year rolling Risk based audit plan reviewed and updated according to changes in the strategy of the municipality	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Develop a skilled and motivated team to effectively execute the RBAP	4/17-0082	Training plan developed for staff members	Yes (annually)	Yes	3	Yes (annually)	Yes	3	Yes (annually)	
Review work of Internal Audit	4/17-0083-1	Number of months that poor performance/ skill shortage/ training needs were identified during quality reviews of audits performed	10 for the year	10 for the year	3	10 for the year	11 for the year	3.3	10 for the year	
Review work of Internal Audit	4/17-0083-2	Internal Audit Roadshow	Yes (annually before the end of June)	No	0	Yes (annually before the end of June)	Yes	3	Yes (annually before the end of June)	

Productive workforce	4/17-0194	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	3	4% pm maximum	0.1% pm average for the year	3.9	4% pm maximum	
----------------------	-----------	---	---------------	----------------------------	---	---------------	------------------------------	-----	---------------	--

(c) Employees: Internal Audit

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

(d) Financial Performance: Internal Audit

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R38 220	R78 811	R78 811	R61 111	-28.96%
1 Employees	R1 324 338	R1 434 277	R1 434 277	R1 418 644	-1.10%
2 Contrated Services	R242 650	R261 350	R261 350	R153 258	-70.53%
TOTAL	R1 605 208	R1 774 438	R1 774 438	R1 633 013	

(e) Capital Expenditure: Internal Audit

None

(f) Comment on the performance of Internal Audit (including Risk Management) overall

Performance of Internal Audit/ Risk Management

During the financial year, the Internal Audit Unit executed various audits and investigations of which the results were directly reported to the Performance and Risk Audit Committee, Municipal Manager and relevant Directors. Included in the internal audit reports against each audit finding an agreed management action plan, person responsible for

implementation as well as a due date are indicated to facilitate the follow-up thereof. The implementation of findings issued by Internal Audit and the Auditor-General are managed by means of a list indicating “Findings not yet implemented” which is updated after the execution of the relevant follow-up audits.

Quarterly Performance and Risk Audit Committee meetings were held and administered by the Manager, Internal Audit. Risk registers and performance against the approved Annual Internal Audit Plan and Risk Management Strategic Plan are submitted to the committee and monitored.

3.10.12 HUMAN RESOURCES

(a) Introduction

Human Resources Services consists of five employees providing services to all employees of Swartland Municipality. The services provided include Labour Relations, Recruitment and Selection, Training and Development, Employee Assistance, Employment Equity and all Human Resources Administration with regard to fringe benefits, etc. Human Resources Services performed an excellent and efficient service during the year and were compliant with all legislative and regulatory prescripts.

(b) Human Resources performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure the efficient and timely administration of appointments	4/09-0089	% external appointments made within 3 months after advertising	90%	100%	3.3	90%	100%	3.3	90%	
Keep the organogram up to date	4/09-0092	Review of the organogram completed and submitted to Council	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Keep human resource policies up to date	4/09-0093	Status report on reviewed policies in terms of pre-determined schedule submitted to Director Corporate Services	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Continuously train and develop staff	4/09-0094-1	New Skills Development Plan compilation completed	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	
Continuously train and develop staff	4/09-0094-2	Reports on bursaries submitted	Yes (annually in	Yes	3	Yes (annually	Yes	3	Yes (annually in	

			February)			in February)			February)	
Ensure legal compliance regarding employment equity reporting	4/09-0098	Employment Equity Report submitted to Department of Labour	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Properly manage disciplinary disputes and processes	4/09-0099-1	Number of unfavourable awards for the employer regarding disputes (CCMA)	0 maximum	0	3	0 maximum	1	2.2	0 maximum	Arbitration Award: Reinstatement of 1 employee within Protection Services due to Unfair Dismissal (Substantive fairness)
Properly manage disciplinary disputes and processes	4/09-0099-2	Report compiled and submitted to Management	Yes (bi-annually in July and January)	Yes	3	Yes (bi-annually in July and January)	Yes	3	Yes (bi-annually in July and January)	
Ensure that the Local Labour Forum complies with legal requirements	4/09-0100	Number of reports submitted quarterly to SALGBC	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Report on productive workforce	4/09-0102	Number of reports on % of person days lost per month due to sick leave	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Maintain a safe working environment	4/09-0103-1	Number of reports on % of person days lost per month due to injuries	1.5% pm maximum	12 reports submitted (see note)	3	3 per quarter	12 for the year	3	3 per quarter	
Sufficiently orientate new staff to Swartland values	4/09-0104	% of new personnel receiving induction within three month after employment	100%	100%	3	100%	100%	3	100%	
Properly manage staff doing private work	4/09-0108	Number of reports submitted to Municipal Manager on private (outside) work done by staff	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Guidance and training	4/17-0053	Training needs identified	Yes	Yes	3	Yes	Yes	3	Yes	

		for staff	(annually by January)			(annually by March)			(annually by March)	
Update risk assessment	4/17-0054	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Performance of contractors	4/17-0055	Number of reports submitted to director on performance of contractors	10 for the year	6 for the year	3	10 for the year	7 for the year	3	10 for the year	There were no contractors appointed until October 2018, therefore no performance could be measured before that time.
Inform staff	4/17-0056	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Organisation structure	4/17-0057	Number of vacancy reports compiled for submission to management meeting and other forums	10 for the year	10 for the year	3	10 for the year	11 for the year	3.3	10 for the year	
Address correspondence in a timely manner	4/17-0058	% of all correspondence recorded by Collaborator less than 60 days old	90% pm average	95.2% pm average for the year	3.2	90% pm average	95.8% pm average for the year	3.1	90% pm average	
Leave administration	4/17-0059-1	Report on compulsory annual leave forfeited for previous leave cycle (January-December) at the end of June	Yes (annually by July)	Yes	3	Yes (annually by July)	Yes	3	Yes (annually by July)	
Leave administration	4/17-0059-2	Report on accumulated leave in excess of 48 days forfeited at the end of June	Yes (annually by July)	Yes	3	Yes (annually by July)	Yes	3	Yes (annually by July)	
Productive workforce	4/17-0200	% of person days lost per month due to sick leave	4% pm maximum	2.3% pm average for the year	3	4% pm maximum	9.4% pm average for the year	1.8	4% pm maximum	High absentee figure as a result of one employee who suffered serious injury requiring a long recuperation period.

--	--	--	--	--	--	--	--	--	--	--

(c) Employees: Human Resources

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	5	5	5	0	

(d) Financial Performance: Human Resources

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R484 300	R767 260	R967 080	R660 827	-16.11%
2 Contrated Services	R1 551 369	R2 411 022	R2 211 022	R1 770 920	-36.15%
1 Employees	R2 421 645	R2 860 204	R2 932 204	R2 615 255	-9.37%
TOTAL	R4 457 314	R6 038 486	R6 110 306	R5 047 002	

(e) Comment on the performance of Human Resources overall

Human Resources Services consists of five employees providing services to all employees of Swartland Municipality. The services provided include Labour Relations, Recruitment and Selection, Training and Development, Employee Assistance, Employment Equity and all Human Resources Administration with regard to fringe benefits, etc. Human Resources Services performed an excellent and efficient service during the year and were compliant with all legislative and regulatory prescripts.

3.10.13 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

(a) Introduction

The ICT Division of Swartland Municipality provides the following services: telephone and e-mail communication, internet access, active directory authentication, file storing services, network connectivity between offices, various applications, for example MS Office, Promun and Collaborator. The Division also implements and gives support on all PC's, servers, printers, copiers, telephones, PABX systems, Access / TA (time and attendance) control, wired and wireless networks including both hardware and software. The Division consists of 4 full time officials, who support approximately 250 users. Most of the server infrastructure is virtualised and runs on 3 physical servers, connected to a central storage device. The Division is responsible for the backup and restoration of the Municipality's data and also implements and maintains the Municipality's IT Disaster Recovery site. Furthermore, the Division also limits the Municipality's expenditure by making use of new technology. We have installed a number of VoIP PABX systems at the larger satellite offices in order to utilize our wide area network more effectively, rather than relying on expensive Telkom lines. We e-mail approximately 9 000 accounts to residents instead of posting printed accounts, which further results in savings on both printing and mailing costs. Some of the challenges the Division face are ageing infrastructure, increasing demand for storage space, bandwidth constraints and user training.

(b) ICT Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that all personnel have full time access to the computer network	4/09-0269	% availability of critical IT resources / services	99%	99.9%	3	99%	99.8% pm average for the year	3	99%	
Address requests effectively	4/09-0271	% of requests lodged with Helpdesk resolved within 48 hours	90%	95% pm average for the year	3.2	90%	97.25% pm average for the year	3.2	90%	
Ensure proper management of IT systems	4/09-0275	Number of quarterly IT Committee meetings held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Ensure relevant and efficient IT service and infrastructure	4/12-0007-1	Survey of new strategic IT needs and changes in the organisation done and submitted to Management Team for	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	

		budget purposes								
Ensure relevant and efficient IT service and infrastructure	4/12-0007-2	ICT Strategic Plan reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Guidance and training	4/17-0121	Training needs identified for staff	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Update risk assessment	4/17-0122	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Operational management	4/17-0123-1	Ensure that all baseline security settings of IT systems are reviewed as per policy	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Operational management	4/17-0123-2	Number of testings of Disaster Recovery site	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Operational management	4/17-0123-3	Number of consultations to coordinate with ICT Managers Forum	2 for the year	4 for the year	3	2 for the year	3 for the year	4.5	2 for the year	
Productive workforce	4/17-0196	% of person days lost per month due to sick leave	4% pm maximum	1.2% pm average for the year	3	4% pm maximum	1.6% pm average for the year	3.6	4% pm maximum	

(c) Employees: ICT Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	2	2	2	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	4	4	0	

(d) Financial Performance: ICT Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 921 571	R3 203 482	R3 203 482	R3 228 793	0.78%
2 Contrated Services	R197 216	R371 550	R371 550	R195 164	-90.38%
3 Other	R6 242 446	R8 176 135	R8 176 135	R5 928 455	-37.91%
TOTAL	R9 361 233	R11 751 167	R11 751 167	R9 352 412	

(e) Capital Expenditure: ICT Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
11-0104 IT: Terminal replacements	R40 000	R52 600	R52 564	23.90%
11-0105 IT: Scanner replacements	R20 000	R8 900	R8 899	-124.75%
11-0106 IT: Equipment	R75 000	R168 800	R168 121	55.39%
12-0036 IT: Monitor replacements	R45 000	R33 300	R32 600	-38.04%
14-0028 IT: Printers	R100 000	R40 000	R37 836	-164.30%
14-0029 IT: Desktops	R140 000	R106 200	R106 157	-31.88%
14-0030 IT: Notebooks	R42 000	R52 200	R52 116	19.41%
18-0057 IT: Planning Portal Equipment	R150 000	R150 000	R142 754	-5.08%
TOTAL	R612 000	R612 000	R601 047	

(f) Comment on the performance of ICT Services overall

The IT strategy is aligned with the strategic objectives of Swartland Municipality's Integrated Development Plan (IDP). The IDP objectives are set out below:

- PEOPLE: -Improved quality of life for citizens
- ECONOMY: - Inclusive economic growth
- ENVIRONMENT: - Quality and sustainable living environment
- INSTITUTIONS: - Caring, competent and responsive institutions, organisations and business
- SERVICES: - Sufficient, affordable and well-run services

The ICT services aid and assist in achieving the IDP strategic objectives in the following manner.

- A stable technology environment and infrastructure to support business units and departments in achieving their objectives
- Reduced down time of systems
- Increased support and optimized application and infrastructure resulting in increased productivity within Swartland Municipality
- Secure and govern IT assets
- Reduce cost through IT without compromising support and productivity
- Bring innovation through IT when required to support economic growth.

The capital projects for 2018/19 were intended to upgrade aging infrastructure, to bring down operating and maintenance cost by making use of equipment with a longer life cycle.

CCTV Camera equipment consisting of License Plate recognition (LPR) and overview cameras was successfully implemented in Moorreesburg and the Riebeek Valley.

3.10.14 SUPPLY CHAIN MANAGEMENT

(a) Introduction

Swartland Municipality has a fully functional Supply Chain department. All the various Bid Committees have been established and are functioning. The municipality is utilising National Treasury's Centralised Supplier Database (CSD) to source suppliers for quotations below R30,000. A monthly Deviation report is submitted to the CFO and Management Team with explanations of all awards made during the previous month where the prescribed SCM processes could not be followed due to certain circumstances such as emergencies, sole supplier, etc. Quarterly reports are submitted to the Executive Mayor on the implementation of the Supply Chain Management Policy.

Long outstanding requisitions and orders are monitored by means of available system reports. Delays are communicated to the users.

(b) Supply Chain Management performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Properly manage municipal stores and stationary	4/09-0277-1	Number of stock spot checks done	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Properly manage municipal stores and stationary	4/09-0277-2	Annual stock-taking completed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure that all service providers comply with tax clearance certification	4/09-0278	Verification that tax clearance certificates are included with all formal and informal tenders	Yes	Yes	3	Yes	Yes	3	Yes	
Guidance and training	4/17-0155-1	Skills gap and training needs identified and discussed with the affected staff and the director	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	
Identify skills gap and training	4/17-0155-2	Invocoms held to keep SCM personnel informed of latest policy amendments and reforms	Yes (bi-annually by February and June)	Yes	3	Yes (bi-annually by February and June)	Yes	3	Yes (bi-annually by February and June)	
Identify skills gap and training	4/17-0155-3	Refresher sessions with key personnel on SCM procedures	Yes (annually before end	Yes	3	Yes (annually before end	Yes	3	Yes (annually before end	

			of June)			of June)			of June)	
Identify skills gap and training	4/17-0155-4	Training needs identified for staff	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Ensure up to date policies	4/17-0157	Preferential Procurement and Supply Chain Management policies reviewed	Yes (annually by May)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Advertising of tenders	4/17-0158-1	All tenders above R200 000 advertised on National Treasury's e-portal, newspapers and website	Yes	Yes	3	Yes	Yes	3	Yes	
Advertising of tenders	4/17-0158-2	All awarded tenders above R200 000 registered on National Treasury's e-portal	Yes	Yes	3	Yes	Yes	3	Yes	
Verification of tenders	4/17-0159-1	Attendance of Bid committee (specification and adjudication) meetings by SCM official to verify compliance to SCM procedures and regulations	3 per quarter	11 for the year	3	3 per quarter	14 for the year	3	3 per quarter	
Verification of tenders	4/17-0159-2	Verification of validity of BEE certificates, declaration of interest, CIDB where applicable for all tenders, quotations awarded	Yes	Yes	3	Yes	Yes	3	Yes	
Update Risk assessment	4/17-0160	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Productive workforce	4/17-0182	% of person days lost per month due to sick leave	4% pm maximum	5.9 pm average for the year	3	4% pm maximum	3 pm average for the	3.2	4% pm maximum	

							year			
--	--	--	--	--	--	--	------	--	--	--

(c) Employees: Supply Chain Management

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	2	2	2	0	0.00%
07 - 09	8	8	8	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	13	13	13	0	

(d) Financial Performance: Supply Chain Management

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R4 214 439	R4 753 309	R4 753 309	R4 735 079	-0.38%
2 Contrated Services	R290 035	R278 730	R310 485	R329 099	15.31%
3 Other	R567 005	R539 359	R538 563	R740 623	27.17%
TOTAL	R5 071 479	R5 571 398	R5 602 357	R5 804 801	

(e) Comment on the performance of Supply Chain Management overall

Swartland Municipality adopted and implemented a Supply Chain Policy on 1 January 2006 in compliance with the guidelines set down by the SCM Regulations 2005. The Supply Chain Policy has to be reviewed annually, and amended if necessary. Amendments to the policy were approved by Council on 31 January 2019. No councillors are members of any committee handling Supply Chain processes. No remarks were made in the Auditor-General's report concerning the quality of Supply Chain Management.

3.10.15 MUNICIPAL PROPERTY MAINTENANCE

(a) Introduction

The division is responsible for the maintenance, operation, upgrading and extension of buildings and structures as well as the painting of road markings in streets. Projects are identified through a continuous process of inspections and condition assessment taking into account maintenance scheduled maintenance activities. The division also ensure that all buildings conform to the relevant health and safety regulations.

(b) Municipal Property Maintenance performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that council buildings remain functional	4/09-0060-1	% of the operating budget for maintenance of council houses and council buildings spent	90% for the year	100% for the year	3	90% for the year	94% for the year	3.1	90% for the year	
Ensure that council buildings remain functional	4/09-0060-2	% legitimate requests / complaints i.r.o. incidents addressed within the previous month	90% pm minimum	93.9% pm average for the year	3	90% pm minimum	92.2% pm average for the year	3.1	90% pm minimum	
Complete road markings on time	4/09-0061-1	% of the operating budget for road markings spent	100% for the year	100% for the year	3	100% for the year	100% for the year	3	100% for the year	
Complete road markings on time	4/09-0061-2	% of road markings work schedule completed	100% for the year	100% for the year	3	100% for the year	100% for the year	3	100% for the year	
Effectively execute maintenance projects	4/10-0007	% of planned and/or unforeseen maintenance projects of council houses and council buildings completed	90% for the year	93% for the year	3	90% for the year	100% for the year	3.3	90% for the year	
Guidance and training	4/17-0124-1	Training needs identified for staff	Yes (annually by	Yes (done in	3	Yes (annually	Yes	3	Yes (annually	

			March)	November)		by March)			by Nov)	
Guidance and training	4/17-0124-2	Subordinates lead, guided, instructed and motivated by conducting regular staff meetings and daily interaction	Yes	Yes	3	Yes	Yes	3	Yes	
Update risk assessment	4/17-0125	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Performance of contractors	4/17-0126	Number of reports submitted to director on performance of contractors	12 for the year	12 for the year	3	12 for the year	12 for the year	3	12 for the year	
Contract management and building maintenance	4/17-0128-1	Set up, implementation, drafting and management of maintenance schedules	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Contract management and building maintenance	4/17-0128-2	Number of months that the maintenance schedules were reviewed and updated	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Compliance to Health and Safety	4/17-0129	Number of months that safety reports were submitted by supervisors according to projects	3 per quarter	16 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure control over tools	4/17-0130	Number of spot checks done on tools accounted for	10 for the year	12 for the year	3	10 for the year	12 for the year	3.6	10 for the year	
Productive workforce	4/17-0193	% of person days lost per month due to sick leave	4% pm maximum	2.1% pm average for the year	3	4% pm maximum	3.4% pm average for the year	3.1	4% pm maximum	

(c) Employees: Municipal Property Maintenance

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	2	2	2	0	0.00%
07 - 09	4	4	4	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	8	8	8	0	

(d) Financial Performance: Municipal Property Maintenance

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R3 153 692	R3 532 626	R3 532 626	R3 671 078	3.77%
2 Contrated Services	R2 994 836	R4 262 435	R3 514 637	R3 215 283	-32.57%
3 Other	R14 218 456	R5 293 900	R5 327 358	R4 395 903	-20.43%
TOTAL	R20 366 984	R13 088 961	R12 374 621	R11 282 264	

(e) Capital Expenditure: Municipal Property Maintenance

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
16-0005 Community Hall/New Clubhouse - Riebeek Kasteel	R1 000 000	R700 000	R699 684	-42.92%
16-0006 Equipment Buildings & Maintenance	R22 050	R28 651	R28 567	22.81%
TOTAL	R1 022 050	R728 651	R728 251	

(f) Comment on the performance of Municipal Property Maintenance overall

The Division : Buildings and Structures completed a total of 77 small projects for the 2018/2019 financial year scoring 100% on its overall performance and meeting its annual target of 90%. Eight major projects were also started within the same year and includes : Maintenance related work at : Westbank Community Hall, Yzerfontein Community Hall, Darling Outreach Centre, Malmesbury Traffic Station and newly constructed buildings : Riebeek Kasteel Community Hall and Yzerfontein Caravan Park Ablution facilities.

3.10.16 TOWN AND COMMUNITY HALLS (INCLUDING PROPERTY AND LEGAL)

(a) Introduction

The Corporate Services Directorate is responsible for the administration of the Municipality's property portfolio, including the sale and lease of immovable properties and all transactions and contracts relating to same, and to ensure that all related actions and documents are legally compliant.

Legal Services are outsourced but the Directorate assists council, executive structures and the various municipal directorates with, inter alia,

- the interpretation and application of national and provincial legislation;
- policy formulation within the applicable legal frameworks;
- the assessment of legal risks and obtaining legal opinions where necessary; and
- the administration of legal actions and claims on behalf of and against the Municipality.

(b) Town and community halls (including property and legal) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Adequately maintain facility infrastructure	4/09-0081-1	Maintenance audit completed	Yes (annually by December)	Yes	3	Yes (annually by December)	Yes	3	Yes (annually by December)	
Adequately maintain facility infrastructure	4/09-0081-2	Maintenance upgrade needs provided to the building and maintenance division for action	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure regular reporting on property disposals / leases	4/13-0001	Number of reports on disposals / letting of immovable property submitted to Provincial Treasury	1 by end of July, 1 by end of Oct, 1 by end of Jan, 1 by end of April	4 for the year	3	1 by end of Jul, 1 by end of Oct, 1 by end of Jan, 1 by end of Apr	4 for the year	3	1 by end of Jul, 1 by end of Oct, 1 by end of Jan, 1 by end of Apr	
Ensure up to date policies	4/17-0138	Policies reviewed in terms of pre-determined schedule	Yes (annually by end of	Yes	3	Yes (annually by end of	Yes	3	Yes (annually by end of	

			June)			June)			June)	
Guidance and training	4/17-0139	Training needs identified for staff	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by November)	
Update risk assessment	4/17-0140	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Property administration	4/17-0141	Number of updates of the security register verified	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Contract Management	4/17-0142-1	Number of updates of the automated database of all municipal property-related contracts and reports submitted to Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Contract Management	4/17-0142-2	Number of expiry contracts monitored by utilising automated system	10 for the year	10 for the year	3	10 for the year	15 for the year	4.5	10 for the year	
Correspondence addressed in a timely manner	4/17-0143	% of all correspondence recorded by Collaborator less than 60 days old	90% pm average	74.1% pm average for the year	2.5	90% pm average	84.5% pm average for the year	2.9	90% pm average	The process of finalising the correspondence in respect of property transactions takes longer then 60 days to complete and bulk uploads of property contracts were in progress
Inform staff	4/17-0144	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0189	% of person days lost per month due to sick leave	4% pm maximum	5% pm average for the year	2.4	4% pm maximum	2.5% pm average for the	3.3	4% pm maximum	

							year			
--	--	--	--	--	--	--	------	--	--	--

(c) Employees: Town and community halls (including property and legal)

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	4	4	4	0	0.00%
04 - 06	9	10	10	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	16	17	17	0	

(d) Financial Performance: Town and community halls (including property and legal)

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 640 649	R3 350 544	R3 350 544	R2 882 504	-16.24%
2 Contrated Services	R190 755	R272 685	R272 685	R220 651	-23.58%
3 Other	R291 088	R314 374	R314 374	R299 291	-5.04%
TOTAL	R3 122 492	R3 937 603	R3 937 603	R3 402 446	

(e) Capital Expenditure: Town and community halls (including property and legal)

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
09-0024 Equipment Corporate: Buildings and Swartland halls	R33 000	R28 640	R27 210	-21.28%
TOTAL	R33 000	R28 640	R27 210	

(f) Comment on the performance of Town and community halls overall

Town/Community halls exist in the towns of Malmesbury, Wesbank, Moorreesburg, Rosenhof, Yzerfontein, Darling and Abbotsdale.

Halls are utilised on a regular basis including standing users of which the WP Bloodtransfusion Services and SASSA are examples.

Cleaning of halls is done by municipal cleaning staff while maintenance of the buildings is the function of our building department. Maintenance is being carried out subject to availability of funds.

There is a need for similar community facilities in the rest of Swartland.

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1 INTRODUCTION

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets. This chapter will focus on some of the key issues relating to human resources and other organisational management issues. Issues which will be addressed includes the staffing rate of the municipality, personnel cost, the status quo of retirement funds and medical aid schemes, human resource policies and practices, as well as the remuneration of senior officials and councillors.

4.2 MUNICIPAL PERSONNEL

(a) Employees

Service Name	Posts	Employees	Vacancies	Vacancies As Percentage
Asset and Fleet Management	4	4	0	0.00%
Budget Office and Costing	2	2	0	0.00%
Building Control	6	6	0	0.00%
Caravan Park Yzerfontein	6	6	0	0.00%
Cemeteries	0	0	0	0.00%
Civil Protection (including Disaster Management)	0	0	0	0.00%
Community Development	4	4	0	0.00%
Council General Expenses	0	0	0	0.00%
Electricity Distribution	43	42	1	2.33%
Expenditure	8	8	0	0.00%
Financial Statements and Control	1	1	0	0.00%
Financial Systems Administration	1	1	0	0.00%
Fire Fighting Services	2	1	1	50.00%
Grants and subsidies Council	0	0	0	0.00%
Grants and subsidies Financial Services	0	0	0	0.00%
Grants and subsidies FMG	0	0	0	0.00%
Harbour Yzerfontein	0	0	0	0.00%

Annual Report for 2018/2019

Housing	2	2	0	0.00%
Human Resources	5	5	0	0.00%
ICT Services	4	4	0	0.00%
Income	28	27	1	3.57%
Internal Audit (including Risk Management)	2	2	0	0.00%
Legal and Credit Control	10	10	0	0.00%
Libraries	18	17	1	5.56%
Licencing and Registration Services	24	22	2	8.33%
Local Economic Development	0	0	0	0.00%
Management Civil Engineering Services	7	6	1	14.29%
Management Corporate Services	7	7	0	0.00%
Management Development Services	2	2	0	0.00%
Management Electrical Engineering Services	0	0	0	0.00%
Management Financial Services	2	1	1	50.00%
Management Municipal Manager	4	4	0	0.00%
Management Protection Services	2	2	0	0.00%
Marketing and Tourism	1	1	0	0.00%
Municipal Property Maintenance	8	8	0	0.00%
Occupational Health and Safety (including Pollution Control)	2	2	0	0.00%
Parks and Recreational Areas	53	48	5	9.43%
Planning and Valuations	6	6	0	0.00%
Proclaimed Roads	4	4	0	0.00%
Rates Services	3	3	0	0.00%
Refuse Removal	67	65	2	2.99%
Secretariat and Archives	6	6	0	0.00%
Sewerage Services	30	29	1	3.33%
Sports Grounds	5	5	0	0.00%
Strategic Management	1	1	0	0.00%

Streets and Stormwater	70	68	2	2.86%
Supply Chain Management	13	13	0	0.00%
Swimming Pools	5	5	0	0.00%
Thusong Service Centres	4	4	0	0.00%
Town and Community Halls (including Property and Legal)	17	17	0	0.00%
Traffic and Law Enforcement Services	37	33	4	10.81%
Water Services	41	40	1	2.44%
TOTAL	567	544	23	

(b) Vacancy rate

Designation	Total Approved Posts	Vacancies	Vacancy Percentage
a Municipal Manager	1	0	0.00%
b Chief Financial Officer	1	0	0.00%
c Other S56 Managers (excluding Finance Posts)	5	0	0.00%
d Other S56 Managers (Finance Posts)	0	0	0.00%
e Police Officers	0	0	0.00%
f Fire fighters	2	0	0.00%
g Senior Management: Levels 13-18 (excluding Finance Posts)	41	3	7.32%
h Senior Management: Levels 13-18 (Finance Posts)	10	1	10.00%
i Highly skilled supervision: Levels 9-12 (excluding Finance Posts)	113	2	1.77%
j Highly skilled supervision: Levels 9-12 (Finance Posts)	9	0	0.00%

(c) Turn-over Rate

Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-Over Rate
546	30	5.49%

(d) Comment on municipal personnel

The stable environment of Swartland Municipality ensures that employees have stable careers and therefore there is a very low staff turnover of 5.5%.

4.3 MANAGING THE MUNICIPAL WORKFORCE

4.3.1 HR POLICIES AND PLANS

(a) HR policies and plans as on 30 June 2017

Name Of Policy	Completed	Revised	Date Adopted	Comment
Acting Allowance	100.00%	0.00%	2016-12-01	
Alcohol and Drug Policy & Procedure	100.00%	100.00%	2018-12-01	
Code of Conduct for employees	100.00%	0.00%		Part of Municipal Systems Act
Delegations, Authorisation & Responsibility	100.00%	100.00%	2019-05-30	
Disability	100.00%	0.00%	2018-12-01	
Disciplinary Code and Procedures	100.00%	0.00%		Collective Agreement
Education, Training and Development	100.00%	0.00%	2018-12-01	
Employee Assistance / Wellness	100.00%	0.00%	2018-12-01	
Employment Equity	100.00%	100.00%	2016-04-01	
Essential Services	0.00%	0.00%		
Exit Management	0.00%	0.00%		
External Bursary Policy	100.00%	100.00%	2017-04-01	
Gift Policy	100.00%	0.00%	2018-12-01	
Grievance Procedures	100.00%	0.00%		Part of Main Collective Agreement
HIV/Aids	100.00%	0.00%	2016-04-01	
Information Technology	100.00%	100.00%	2012-07-01	
Internship	100.00%	0.00%	2016-04-01	
Job Evaluation	50.00%	0.00%		Process put on hold due to SALGA's process regarding
Leave	100.00%	100.00%	2016-12-01	
Occupational Health and Safety	0.00%	0.00%		
Official Housing	100.00%	100.00%	2009-11-01	
Official Journeys	100.00%	100.00%	2019-03-01	

Official transport to attend Funerals	0.00%	0.00%		
Organisational Rights	100.00%	0.00%		Part of Main Collective Agreement
Other	0.00%	0.00%		
Outside Work	100.00%	100.00%	2018-12-01	
Overtime	100.00%	100.00%	2017-07-01	
Payroll Deductions	100.00%	0.00%		Part of Main Collective Agreement
Performance Management and Development	0.00%	0.00%		
Recruitment, Selection and Appointments	100.00%	100.00%	2016-04-01	
Remuneration Scales and Allowances	0.00%	0.00%		Collective Agreement
Resettlement	0.00%	0.00%		
Sexual Harassment	100.00%	0.00%	2018-12-01	
Smoking	100.00%	100.00%	2018-12-01	
Staff Bursary	100.00%	100.00%	2016-04-01	
Telecommunications	100.00%	0.00%	2016-04-01	
Uniforms and Protective Clothing	100.00%	100.00%	2018-07-01	
Work Organisation	0.00%	0.00%		

(b) Comment on HR policies and plans

Policies are not static documents and therefore have to be revised regularly. During the 2018/19 period a process involving all stakeholders, namely employer, councillors and unions, was followed where several policies were addressed. The revisions were implemented with effect from 1 December 2018.

4.3.2 INJURIES, SICKNESS AND SUSPENSIONS

(a) Number and cost of injuries on duty

Type Of Injury	Injury Leave Taken	Employees Using Injury Leave	Proportion Employees Using Sick Leave	Injury Leave Per Employee	Estimated Cost
Permanent disablement	0	0	0.00%	0	R0
Temporary total disablement	0	0	0.00%	0	R0
Required basic medical attention only	180	34	18.89%	5.3	R131 850
Fatal	0	0	0.00%	0	R0
TOTAL	180	34			

(b) Number of days and cost of sick leave (excluding injuries on duty)

Salary Band	Total Days Sick Leave	Proportion Without Medical Certification	Employees Using Sick Leave	Total Employees In Post	Average Days Per Employee	Estimated Cost
a Lower skilled (Levels 1 - 2)	0	0.00%	0	0	0	R0
b Skilled (Levels 3 - 5)	1315	35.00%	166	213	8	R553 945
c Highly skilled production (Levels 6 - 8)	1504	19.00%	136	159	11	R1 030 838
d Highly skilled supervision (Levels 9 - 12)	978	17.00%	90	117	11	R1 029 005
e Senior management (Levels 13 - 18)	193	18.00%	33	50	6	R335 930
f MM and S56	10	0.00%	2	7	5	R36 664

(c) Comment on injury and sick leave

The percentage of employees absent due to sick leave and injury on duty is monitored on a monthly basis and is also part of the performance management system. Whenever the figure exceeds 3%, measures are put in place to address problem areas. Levels of absenteeism due to these reasons are relatively low with an average absenteeism for the period 2018/19 for sick leave being 2.9% and for injury on duty 0.1%. All injuries are investigated thoroughly and if necessary, the Health and Safety Officer addresses the problem areas through training and counselling. Injuries are examined by the municipality's own doctor, and where long or regular periods of sick leave are taken, prognosis reports are requested in order to determine the employees' fitness for duty.

(d) Comment on suspensions and cases of financial misconduct

There were no suspension of more than 4 months and any cases of financial misconduct within Swartland Municipality.

4.3.3 PERFORMANCE REWARDS

No performance rewards are paid to any staff member of Swartland Municipality.

4.4 CAPACITATING THE MUNICIPAL WORKFORCE**4.4.1 INTRODUCTION**

MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its human capital, the Municipality provides various learning and development opportunities for employees and councillors. The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and annual implementation reports submitted. During 2018/2019 R1 654 424.41 was spent efficiency development.

4.4.2 SKILLS DEVELOPMENT AND TRAINING**(a) Annual Training Report: Number of employees trained as at 30 April 2018**

Occupational Category	No of Employees in post at 30 April 2018	Type of Learning Intervention										Total
		Apprenticeship	Bursary	Learnership	RPL	Skills Programme	Short Course: Non-credit	AET1	AET2	AET3	AET4	
Legislators, senior officials and managers	7		1									1
Professionals	22			1		5	8					14
Techicians and Associate Professionals	32					18	12					30
Clerks	112	1		4		36	20					61
Services and Sales Workers	65					32	13					45
Skilled agricultural and fishery workers	1											0
Craft and related trades workers	32					3	13					16
Plant and machine	41	2				11	20					33

operators and assemblers												
Elementary occupations	234	3	1	5		46	40	4			3	102
TOTAL	546	6	2	10		151	126	4			3	302

(b) Financial Competency Development: Progress Report

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated Total: A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
a Accounting officer	1	0	1	1	1	1
b Chief financial officer	1	0	1	1	1	1
c Senior managers	5	0	5	5	5	5
d Any other financial officials	65	0	65	65	0	0
e Heads of supply chain management units	2	0	2	2	2	2
f Supply chain management senior managers	1	0	1	1	1	1
TOTAL	75	0	75	75	10	10

(c) Skills Development Expenditure as at 30 April 2018

Type of Learning Intervention	NQF Level	Number trained		Actual Amount Spent
		Female	Male	
Apprenticeship	1-4		7	R207 066
	5-7			
	8-10			
Bursary	1-4			
	5-7		1	R99 180
	8-10			
Learnership	1-4	4		R41 920
	5-7	1		R11 605
	8-10			
RPL	1-4			
	5-7			
	8-10			
Skills Programme	1-4	54	73	R371 555
	5-7	15	81	R249 688
	8-10			
Short Course: Non-credit	1-4	53	255	R356 966
	5-7			
	8-10			
TOTAL		127	417	R1 337 980

(d) Comment on skills development and related expenditure and on the financial competency regulations

The Municipal Finance Management Act (MFMA) prescribes that all senior managers and financial officials of municipalities comply to the Minimum Competency Regulations. The Municipal Finance Management Programme is therefore a training course that was compiled specifically in terms of the MFMA to enable senior managers and financial officials to adhere to the minimum competencies. Swartland Municipality has trained a total of 60 employees, including 10 Municipal Finance Management Interns, on the programme since 2012.

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its human capital, the Municipality provides various learning and development opportunities for employees, non-employees and councillors. The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and annual implementation reports submitted. During 2018/2019 R1 654 424.41 was spent on efficiency development.

4.5 MANAGING THE WORKFORCE EXPENDITURE

4.5.1 INTRODUCTION

Workforce expenditure is managed effectively, through regular (monthly) budget control meetings to discuss expenditure and rectify any overspending. No appointments are made unless the posts are funded and vacant on the post establishment. In order to obtain value for money from workforce expenditure, the mandate for appointment is to appoint the candidate on the minimum notch of the scale unless motivation exists for appointment on a higher notch. The consultation for appointment on a higher notch is done by the Senior Manager: Human Resources and the director concerned. Should consensus not be reached, there should be a cooling-down period of forty-eight (48) hours after which further consultation should take place to reach consensus. Consensus must be reached after the cooling-down period has elapsed.

4.5.2 EMPLOYEE EXPENDITURE

(a) Workforce Expenditure Trends

Operational Expenditure Type	Total Operating Expenditure	Actual Workforce Expenditure	Ratio
1 Employees	R674 688 417	R203 156 699	30.11%

(b) Number of employees whose salaries were increased due to their positions being upgraded

None

(c) Employees whose salary levels exceed the grade determined by job evaluation

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Cashier and Enquiries Clerk	2	6	7	Implementation of TASK (Contractual to incumbent)
Senior Clerk: Registration	1	6	7	Implementation of TASK (Contractual to incumbent)
Cashier and Enquiries Clerk	2	6	8	Implementation of TASK (Contractual to incumbent)
Operator: Loader	1	6	8	Implementation of TASK (Contractual to incumbent)
Library Assistant	1	6	8	Implementation of TASK (Contractual to incumbent)
Cashier and Enquiries Clerk	1	6	9	Implementation of TASK (Contractual to incumbent)
Assistant Librarian	1	7	8	Implementation of TASK (Contractual to incumbent)
Principal Clerk	3	7	8	Implementation of TASK (Contractual to incumbent)
Chief Clerk: Enquiries	1	8	9	Implementation of TASK (Contractual to incumbent)
Assistant Librarian	2	8	9	Implementation of TASK (Contractual to incumbent)
Chief Clerk	1	8	11	Implementation of TASK (Contractual to incumbent)
Librarian	3	9	10	Implementation of TASK (Contractual to incumbent)

Administrator	1	9	11	Implementation of TASK (Contractual to incumbent)
Administrative Officer	1	9	11	Implementation of TASK (Contractual to incumbent)
Senior Foreman	1	10	11	Implementation of TASK (Contractual to incumbent)
Personal Assistant	1	10	11	Implementation of TASK (Contractual to incumbent)
Management Representative	1	11	13	Implementation of TASK (Contractual to incumbent)
Superintendent	1	12	13	Implementation of TASK (Contractual to incumbent)

(d) Employees appointed to posts not approved

None

(e) Comment on upgraded posts and those that are at variance with normal practice

No posts were upgraded and are at variance with normal practice.

CHAPTER 5 – FINANCIAL PERFORMANCE

5.1 INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

The municipality is being subjected to extreme external cost pressures which includes the effect of the tariff increases of Eskom, labour collective agreements which resulted in expenditure increases well above the normal inflation rate, the increased cost of fuel due to the declining currency and higher oil prices etc. The municipality is well aware of the effect of the global economic slowdown and the effect it has on the ability of the consumers to pay for services. The municipality therefore embarked on cost saving measures in its budgeting- and actual processes wherever possible.

GRAP compliance

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The Accounting Standards Board annually issues a directive (Directive 5) indicating the relevant accounting standards which municipalities must comply with. The municipality implemented all the required standards and was able to obtain an unqualified audit report. The municipality did not deviate from any of the standards.

5.2 STATEMENTS OF FINANCIAL PERFORMANCE

5.2.1 INTRODUCTION

The financial statements of the municipality has been audited by the Office of the Auditor-General and the paragraphs below reflects a high level summary of the financial results for the financial year. The complete set of audited Annual Financial Statements is attached to the Annual Report as an appendix (Separate document).

5.2.2 STATEMENTS OF FINANCIAL PERFORMANCE

(a) Financial Summary

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
1a Total Revenue (excluding capital transfers and contributions)	R672 286 602	R697 655 081	R699 171 749	R745 034 499	6.36%	6.16%
a Property rates	R0	R103 644 910	R103 644 910	R115 714 745	10.43%	10.43%
b Service charges	R0	R384 068 971	R385 576 560	R406 226 238	5.45%	5.08%
c Investment revenue	R0	R30 262 862	R38 500 000	R40 174 471	24.67%	4.17%
d Transfers recognised - operational	R0	R132 185 177	R111 742 810	R130 093 174	-1.61%	14.11%
e Other own revenue	R0	R47 493 161	R59 707 469	R52 825 871	10.09%	-13.03%
1b Total Expenditure	R603 971 585	-R686 703 472	-R683 022 512	-R672 126 563	-2.17%	-1.62%
a Employee costs	R0	R202 968 396	R205 093 300	R193 951 925	-4.65%	-5.74%
b Remuneration of councillors	R0	R10 577 970	R10 577 970	R10 369 396	-2.01%	-2.01%
c Depreciation and asset management	R0	R85 062 941	R85 062 941	R85 907 682	0.98%	0.98%
d Finance charges	R0	R15 134 957	R14 729 716	R14 277 679	-6.00%	-3.17%
e Materials and bulk purchases	R0	R223 645 000	R222 373 633	R220 248 517	-1.54%	-0.96%
f Transfers and grants	R0	R2 882 751	R3 118 590	R2 565 193	-12.38%	-21.57%
g Other expenditure	R0	R146 431 457	R142 066 362	R144 806 171	-1.12%	1.89%
1c Capital transfers and contributions	R56 742 562	R36 975 000	R55 047 114	R46 155 163	19.89%	-19.27%
a Transfers recognised - capital	R0	R36 975 000	R52 797 114	R45 838 416	19.34%	-15.18%
b Contributions recognised - capital and contributed assets	R0	R0	R2 250 000	R316 747	100.00%	-610.35%

Decsription	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
2 Total sources of capital funds	-R100 407 862	-R89 495 909	-R101 860 331	-R92 031 190	2.75%	-10.68%
a Transfers recognised - capital	R56 627 983	R36 975 000	R52 797 114	R45 838 415	19.34%	-15.18%

b Public contributions and donations	R0	R2 250 000	R2 250 000	R5 628 855	60.03%	60.03%
c Borrowing	R0	R0	R0	R0	0.00%	0.00%
d Internally generated funds	R43 779 879	R50 270 909	R46 813 217	R40 563 920	-23.93%	-15.41%
3 Financial position						
a Total current assets	R561 474 088	R525 338 724	R614 352 941	R650 069 179	19.19%	5.49%
b Total non-current assets	R1 951 638 384	R1 848 996 246	R1 959 304 024	R1 968 321 723	6.06%	0.46%
c Total current liabilities	R133 585 544	R98 711 009	R132 994 769	R126 169 262	21.76%	-5.41%
d Total non-current liabilities	R198 789 297	R186 865 508	R191 803 215	R216 421 720	13.66%	11.38%
4 Cash Flows						
a Net cash from (used) operating	R216 381 757	R113 883 996	R136 024 801	R164 700 111	30.85%	17.41%
b Net cash from (used) investing	R92 572 772	R94 143 985	R95 614 074	R89 486 528	-5.20%	-6.85%
c Net cash from (used) financing	R11 899 543	R4 335 372	R9 182 360	R10 686 086	59.43%	14.07%
d Cash/Cash Equivalents at the year end	R460 799 391	R383 890 253	R495 102 367	R525 326 888	26.92%	5.75%
5 Cash backing/surplus reconciliation						
a Cash and investments available	R460 799 391	R383 890 026	R495 102 367	R525 326 888	26.92%	5.75%
b Application of cash and investments	R0	R0	R0	R0	0.00%	0.00%
c Balance - Surplus (Shortfall)	R0	R0	R0	R0	0.00%	0.00%
6 Asset Management						
a Asset register summary (WDV)	R1 896 090 668	R1 794 787 403	R1 909 413 865	R1 920 923 022	6.57%	0.60%
b Depreciation & asset impairment	R80 097 691	R85 062 941	R85 062 941	R85 907 682	0.98%	0.98%
c Renewal of existing assets	R13 858 188	R5 690 114	R5 513 251	R5 487 405	-3.69%	-0.47%
d Repairs and maintenance	R53 101 443	R55 270 520	R55 906 914	R54 360 226	-1.67%	-2.85%

(b) Financial Performance of Operational Services

Service	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Variance From Original Budget	Variance From Adjustment Budget
Asset and Fleet Management	R1 144 371	R0	R0	R0	0.00%	0.00%
Budget Office and Costing	R3 196 874	R0	R0	R0	0.00%	0.00%
Building Control	R2 835 362	R2 782 846	R2 782 846	R2 610 607	-6.60%	-6.60%
Caravan Park Yzerfontein	R1 819 506	R2 047 341	R2 050 866	R1 858 054	-10.19%	-10.38%
Cemeteries	R345 273	R543 550	R543 550	R480 937	-13.02%	-13.02%
Civil Protection (including Disaster Management)	R238 402	R300 000	R300 000	R220 984	-35.76%	-35.76%
Community Development	R2 404 323	R2 928 891	R2 914 991	R2 546 270	-15.03%	-14.48%
Council General Expenses	R14 957 128	R15 750 474	R15 853 938	R15 112 793	-4.22%	-4.90%
Electricity Distribution	R196 878 848	R229 709 255	R229 992 835	R229 441 691	-0.12%	-0.24%
Expenditure	R0	R0	R0	R0	0.00%	0.00%
Financial Statements and Control	R28 126 612	R0	R0	R0	0.00%	0.00%
Financial Systems Administration	R0	R0	R0	R0	0.00%	0.00%
Fire Fighting Services	R3 287 281	R4 057 749	R4 163 797	R4 120 536	1.52%	-1.05%
Grants and subsidies Council	R0	R0	R0	R0	0.00%	0.00%
Grants and subsidies Financial Services	R0	R0	R0	R0	0.00%	0.00%
Grants and subsidies FMG	R1 556 831	R0	R0	R0	0.00%	0.00%
Harbour Yzerfontein	R34 443	R74 842	R74 842	R61 107	-22.48%	-22.48%
Housing	R2 059 836	R36 748 555	R6 060 384	R30 344 960	-21.10%	80.03%
Human Resources	R4 457 314	R6 038 486	R6 110 306	R5 047 002	-19.65%	-21.07%
ICT Services	R9 361 233	R11 751 167	R11 751 167	R9 352 412	-25.65%	-25.65%
Income	R0	R0	R0	R0	0.00%	0.00%
Internal Audit (including Risk Management)	R1 605 208	R1 774 438	R1 774 438	R1 633 013	-8.66%	-8.66%
Legal and Credit Control	R0	R0	R0	R0	0.00%	0.00%
Libraries	R7 968 485	R8 559 440	R8 553 134	R8 474 020	-1.01%	-0.93%
Licencing and Registration Services	R6 436 696	R7 626 157	R7 630 001	R7 288 696	-4.63%	-4.68%
Local Economic Development	R0	R0	R0	R0	0.00%	0.00%

Management Civil Engineering Services	R6 635 726	R3 814 541	R3 813 025	R2 938 511	-29.81%	-29.76%
Management Corporate Services	R8 284 238	R9 602 816	R11 050 987	R14 230 190	32.52%	22.34%
Management Development Services	R1 726 669	R1 974 437	R1 966 055	R1 434 338	-37.65%	-37.07%
Management Electrical Engineering Services	R1 444 513	R1 550 902	R1 553 502	R1 583 897	2.08%	1.92%
Management Financial Services	R3 786 092	R43 387 279	R45 831 317	R32 833 599	-32.14%	-39.59%
Management Municipal Manager	R3 042 439	R5 091 698	R5 091 698	R5 087 739	-0.08%	-0.08%
Management Protection Services	R1 728 302	R2 087 554	R2 087 554	R1 901 933	-9.76%	-9.76%
Marketing and Tourism	R1 202 976	R1 435 734	R1 435 734	R1 342 119	-6.98%	-6.98%
Municipal Property Maintenance	R20 366 984	R13 088 961	R12 374 621	R11 282 264	-16.01%	-9.68%
Occupational Health and Safety (including Pollution Control)	R1 494 163	R1 474 946	R1 467 946	R1 556 464	5.24%	5.69%
Parks and Recreational Areas	R12 482 449	R13 391 106	R13 404 688	R13 350 632	-0.30%	-0.40%
Planning and Valuations	R5 679 725	R7 524 214	R7 614 214	R6 916 122	-8.79%	-10.09%
Proclaimed Roads	R19 083 988	R0	R0	R0	0.00%	0.00%
Rates Services	R397 589	R0	R0	R0	0.00%	0.00%
Refuse Removal	R29 514 143	R33 043 725	R34 702 820	R32 590 203	-1.39%	-6.48%
Secretariat and Archives	R0	R0	R0	R0	0.00%	0.00%
Sewerage Services	R43 192 309	R44 083 472	R45 294 897	R42 999 172	-2.52%	-5.34%
Sports Grounds	R4 066 619	R4 681 697	R4 713 697	R4 376 495	-6.97%	-7.70%
Strategic Management	R1 530 250	R0	R0	R0	0.00%	0.00%
Streets and Stormwater	R49 427 771	R62 814 204	R64 282 275	R64 658 744	2.85%	0.58%
Supply Chain Management	R5 071 479	R5 571 398	R5 602 357	R5 804 801	4.02%	3.49%
Swimming Pools	R908 504	R2 419 814	R2 543 814	R1 913 955	-26.43%	-32.91%
Thusong Service Centres	R915 623	R1 248 042	R1 259 948	R1 210 147	-3.13%	-4.12%
Town and Community Halls (including Property and Legal)	R3 122 492	R3 937 603	R3 937 603	R3 402 446	-15.73%	-15.73%
Traffic and Law Enforcement Services	R44 470 281	R37 690 737	R53 321 651	R52 319 057	27.96%	-1.92%
Water Services	R45 682 235	R56 095 431	R59 115 012	R52 362 507	-7.13%	-12.90%
TOTAL	R603 971 585	R686 703 502	R683 022 510	R674 688 417		

(c) Comment on financial performance

Total operating expenditure amounted to **R 674.688m** and **98.78%** of the budget was spent. Expenditure realised lower than anticipated due to the new mSCOA changes that had an effect on the following examples: Other materials, Transfers and subsidies and Operational Costs.

Total operating revenue amounted to **R789.465m** which is equal to **104.67%**.

5.2.3 GRANTS

(a) Grants received from the Division of Revenue Act (DoRA)

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
National Government						
Energy Efficiency and Demand Side Manangement Grant	R0	R3 000 000	R3 000 000	R3 000 000	0.00%	0.00%
Equitable Share Grant	R70 560 000	R82 048 000	R82 048 000	R82 048 000	0.00%	0.00%
Expanded Public Works Programme Integrated Grant	R1 403 999	R1 572 000	R1 572 000	R1 572 000	0.00%	0.00%
Integrated National Electrification Programme (Municipal) Grant	R3 000 000	R4 000 000	R4 000 000	R4 000 000	0.00%	0.00%
Local Government Financial Managment Grant	R1 550 000	R1 550 000	R1 550 000	R1 550 000	0.00%	0.00%
Municipal Infrastructure Grant (MIG)	R24 608 000	R20 945 000	R24 945 000	R24 945 000	16.04%	0.00%
TOTAL	R101 121 999	R113 115 000	R117 115 000	R117 115 000		
Provincial Government						
Community Development: Workers	R13 722	R37 000	R0	R12 750	-190.20%	100.00%
Emergency Fire kits	R0	R0	R0	R191 565	100.00%	100.00%
Establishment of a K9 Unit	R0	R0	R4 000 000	R12 785	100.00%	-31186.66%
Financial Management Support Grant :Mscoa	R330 000	R330 000	R330 000	R330 000	0.00%	0.00%
Financial Management Support Grant: Caseware	R126 929	R0	R73 071	R73 071	100.00%	0.00%
Financial Management Support Grant: Graduate Internship Programme	R0	R0	R72 000	R10 919	100.00%	-559.40%
Financial Management Support Grant: Risk	R100 000	R100 000	R100 000	R54 678	-82.89%	-82.89%

Management						
Financial Management Support Grant: Student Bursaries	R160 180	R360 000	R559 820	R221 803	-62.31%	-152.40%
Fire Damaged Houses (EHP)	R0	R0	R0	R277 748	100.00%	100.00%
Human Settlements Development Grant	R17 476 579	R40 220 000	R15 407 442	R30 806 065	-30.56%	49.99%
Library Service: Conditional Grant	R7 500 000	R8 429 000	R8 429 000	R8 429 000	0.00%	0.00%
Maintenance of proclaimed roads	R0	R3 486 000	R9 373 000	R9 534 000	63.44%	1.69%
Municipal Infrastructure Support Grant	R250 000	R250 000	R0	R0	0.00%	0.00%
RSEP/VPUU Municipal Projects Grant	R2 826 107	R2 500 000	R8 316 114	R8 316 114	69.94%	0.00%
Thusong Centre	R0	R106 000	R106 000	R106 000	0.00%	0.00%
Title Restoration	R0	R0	R0	R0	0.00%	0.00%
TOTAL	R28 783 517	R55 818 000	R46 766 447	R58 376 498		

(b) Comment on operating transfers and grants received from DoRA

Government grants and subsidies: Operating was overspend by **16.4%** and Government grants and subsidies: Capital was underspend by **13.2%**.

(c) Grants received from sources other than DoRA

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjusted Budget Variance
Education, Training and Development Practices SETA	R290 597	R227 177	R527 177	R348 181	34.75%	-51.41%
Sondeza	R0	R0	R131 300	R91 910	100.00%	-42.86%
TOTAL	R290 597	R227 177	R658 477	R440 091		

(d) Comment on conditional grants and grant received from other sources

The municipality adhered to the conditions of all conditional transfers.

The following Grants were applied for roll-over:

- WC Financial Management Support Grant: Risk Management - R 45 322.01
- Local Government Internship Grant – R 60 000
- Resourcing Funding for Establishment and support of a K9 Unit – R3 987 215.22

5.2.4 ASSET MANAGEMENT

(a) Introduction

Assets under the control of each department are being managed by the relevant departmental heads. The Chief Financial Officer is responsible for maintaining an asset register for all assets which qualify to be capitalised.

Asset management is guided by the Asset Management Policy of the municipality. The policy is reviewed on an annual basis as part of the budget policies review process to ensure it complies with the latest requirements of GRAP, audit- and treasury directives.

(b) Treatment of the three largest assets acquired

Name	Description	Asset Type	Key Staff Involved	Staff Responsibilities	Asset Value	Capital Implications	Future Purpose of Asset	Describe Key Issues	Policies in Place to Manage Asset	Previous Year Value
Roads Infrastructure	Resealing of Roads: Swartland municipal area	Roads Infrastructure	J Venter	N/a	R13 977 703		Maintenance of roads infrastructure	Maintenance of roads infrastructure	Yes, Pavement Management System	R0
Water Infrastructure	Reservoir: MBY (Wesbank) De Hoop Development	Water	E Steenkamp	N/a	R11 020 338		Bulk services for new housing development	Bulk services for new housing development	Yes	R0
Sewerage	Bulk Sewer:	Sewerage	E Steenkamp	N/a	R6 273 972		Bulk services	Bulk services	Yes	R0

Infrastructure	De Hoop Housing Project	Infrastructure					to new housing development	to new housing development		
----------------	-------------------------	----------------	--	--	--	--	----------------------------	----------------------------	--	--

(c) Comment on asset management

The municipality designed and implemented a system whereby each capital project is measured according to the requirements of the MFMA. The Council only approves projects where the full cost of the project, the future operating costs of the project as well as the effect that the costs associated with the project will have on tax and tariffs were considered by the Council.

(d) Repair and maintenance expenditure

Type	Operating Budget	Actual	% of Operating Budget
Repairs & Maintenance	R55 914 256	R54 360 226	R97.22%

(e) Comment on repair and maintenance expenditure

Expenditure on repairs and maintenance does not keep track with the increase in asset values as well as the ageing of the infrastructure. A portion of repairs and maintenance is included in the operating budget. The norm of repairs and maintenance as a % of Property, plant and equipment and investment property (carrying value) is 8%. Swartland Municipality is currently at 2.77%.

5.2.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Financial viability ratio's	Norms	Criteria	2017/2018	2018/2019
Outstanding service debtors to revenue	20%	The lower the actual the better the result	4.72%	3.71%
Cost coverage	1-3 months	Higher than 1-3 months is better	9.0	9.0
Debt coverage	45%	The lower the actual the better the result	20.38%	17.49%

(a) Comment on financial ratios

As indicated in the financial overview in Chapter 1.4 of this report, the Municipality is in a financially healthy position. Management proactively participates in programs to ensure a financially sustainable municipality.

5.3 SPENDING AGAINST CAPITAL BUDGET

5.3.1 INTRODUCTION

Capital expenditures relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from Grants and Capital Replacement Reserve.

The municipality spent **90.35%** of the approved budget on capital projects.

5.3.2 CAPITAL EXPENDITURE

The table below indicates the capital expenditure against the total budget.

Description	Original Budget	Adjustment Budget	Actual
Capital Expenditure	R83 751 385	R101 860 331	R92 031 189

5.3.3 SOURCES OF FINANCE

(a) Capital Expenditure - Funding Sources

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
Capital Replacement Reserve (CRR)	R43 783 822	R46 776 385	R48 052 515	R46 973 759	0.42%	-2.30%
Grants and subsidies	R56 294 503	R36 975 000	R51 557 816	R44 599 231	17.09%	-15.60%
Other	R0	R0	R2 250 000	R250 000	100.00%	-800.00%
Public contributions and donations	R0	R0	R0	R208 199	100.00%	100.00%

(b) Comment on sources of funding

Capital sources of funding for actual expenditure consist of Transfers recognised - capital which amounted to **49.81%**, Other Contributions and Public Donations was **6.12%** and Internally generated funds was **44.08%**.

5.3.4 CAPITAL SPENDING ON 5 LARGEST PROJECTS

(a) Capital Expenditure of 5 largest projects

Description	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjusted Budget Variance
09-0004 Resealing of roads - Swartland	R14 000 000	R13 982 467	R13 977 703	-0.16%	-0.03%
16-0001 Bulk sewer De Hoop Housing Project	R6 628 822	R7 278 822	R6 553 691	-1.15%	-11.06%
16-0018 Water: New Reservoir: MBY (Wesbank) De Hoop Development	R8 674 064	R11 590 927	R11 021 638	21.30%	-5.17%
17-0088 RSEP - Indoor outdoor sport centre	R4 000 000	R6 827 374	R4 072 861	1.79%	-67.63%
18-0064 Housing Riebeek Kasteel Housing Project	R0	R4 802 713	R1 881 654	100.00%	-155.24%

(b) Comment on capital projects

The expenditure on the major projects listed above is according to budget and the projects were all completed within the timeframes set.

5.3.5 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS OVERVIEW

(a) Municipal Infrastructure Grant (MIG)* Expenditure on Service backlogs

Service	Households Above Minimum Level	Percentage	Households Below Minimum Level	Percentage
Electricity Distribution	38 620	98.35%	649	1.65%
Water Services	38 895	99.30%	273	0.70%
Refuse Removal	32 343	82.22%	6 994	17.78%
Sewerage Services	37 080	93.89%	2 413	6.11%

(b) Municipal Infrastructure Grant (MIG)* Expenditure on Service backlogs

Service	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
	R20 945 000	R24 945 000	R24 945 000	16.04%	0.00%

5.4 CASH FLOW MANAGEMENT AND INVESTMENTS

5.4.1 INTRODUCTION

The municipality classified a positive cash balance as critical to its operations and future viability and all planning exercises take the effect of decisions on the cash position of the municipality into consideration.

The municipality utilises a Capital Replacement Reserve Fund (CRR), established in terms of the Asset Management Policy, to fund as much of the capital expenditure as possible. The CRRF is being funded by surplus cash which is mainly derived from a recovery from tariffs for depreciation charges.

In order to measure that the municipality has sufficient own cash resources, the municipality deducts any unspent grants as well as unspent loans from the available cash position, with the balance being own funds and which is allocated between the operating account and the CRR.

5.4.2 CASH FLOW

(a) Cash Flow Outcomes

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
1a Receipts	R0	R688 243 247	R694 034 312	R735 587 708	6.44%	5.65%
a Ratepayers and other	R0	R487 017 695	R489 696 671	R519 481 647	6.25%	5.73%
b Government - operating	R0	R132 185 177	R111 742 810	R130 093 174	-1.61%	14.11%
c Government - capital	R0	R36 975 000	R52 797 114	R45 838 416	19.34%	-15.18%
d Interest	R0	R32 065 375	R39 797 717	R40 174 471	20.18%	0.94%
1b Payments	R0	-R574 359 251	-R558 009 511	-R596 784 389	3.76%	6.50%
a Suppliers and employees	R0	R556 341 543	R540 605 774	R579 941 517	4.07%	6.78%
b Finance charges	R0	R15 134 957	R14 285 147	R14 277 679	-6.00%	-0.05%
c Transfers and Grants	R0	R2 882 751	R3 118 590	R2 565 193	-12.38%	-21.57%
2a Receipts	R1 057 305	R200 000	R6 246 257	R1 471 662	86.41%	-324.44%
a Proceeds on disposal of PPE	R1 053 304	R200 000	R6 246 257	R1 468 768	86.38%	-325.27%
b Decrease (Increase) in non-current debtors	R0	R0	R0	R0	0.00%	0.00%
c Decrease (increase) other non-current receivables	R4 001	R0	R0	R2 894	100.00%	100.00%

d Decrease (increase) in non-current investments	R0	R0	R0	R0	0.00%	0.00%
2b Payments	-R93 630 077	-R94 343 985	-R101 860 331	-R90 958 190	-3.72%	-11.99%
a Capital assets	R93 630 077	R94 343 985	R101 860 331	R90 958 190	-3.72%	-11.99%
3a Receipts	R0	R618 964	-R314 938	R0	0.00%	0.00%
a Short term loans	R0	R0	R0	R0	0.00%	0.00%
b Borrowing long term/refinancing	R0	R0	R0	R0	0.00%	0.00%
c Increase (decrease) in consumer deposits	R0	R618 964	-R314 938	R0	0.00%	0.00%
3b Payments	-R11 899 543	-R4 954 336	-R8 867 422	-R10 686 086	53.64%	17.02%
a Repayment of borrowing	R11 899 543	R4 954 336	R8 867 422	R10 686 086	53.64%	17.02%

(b) Comment on cash flow outcomes

The net cash position of the municipality, as indicated above, has improved from **R460.7m** to **R525.3m**. Unspent grants amounted to **R12.8m**.

The net increase in Cash and cash equivalents amounts to **R64.5m** compared to the previous year's (2017/2018) increase of **R111.9m**.

5.4.3 BORROWING AND INVESTMENTS

(a) Introduction

No new borrowing contracts were taken up for the 2018/2019 financial year. The Municipality does not rely on borrowed funds to fund its capital budget. The main funding source is the Capital Replacement Reserve, to which an annual contribution is made out of the operating surplus.

The Municipality has current investments on hand and review these investments on a monthly basis.

(b) Actual Borrowings

Instrument	Previous Year Amount	Amount
Financial Leases	R0	R0
Instalment Credit	R0	R0
Long-Term Loans (annuity/reducing balance)	R131 003 914	R117 966 271
Long-Term Loans (non-annuity)	R0	R0
Marketable Bonds	R0	R0
Non-Marketable Bonds	R0	R0
TOTAL	R131 003 914	R117 966 271

(c) Municipal Investments

Investment Type	Previous Year Amount	Amount
Bankers Acceptance Certificates	R0	R0
Deposits - Bank	R0	R0
Deposits - Corporation for Public Deposits	R0	R0
Deposits - Public Investment Commissioners	R0	R0
Guaranteed Endowment Policies (sinking)	R0	R0
Listed Corporate Bonds	R0	R0
Municipal Bonds	R0	R0
Negotiable Certificates of Deposit - Banks	R0	R0
Other	R460 799 391	R525 326 888
Repurchase Agreements - Banks	R0	R0
Securities - National Government	R0	R0
TOTAL	R460 799 391	R525 326 888

5.4.4 PUBLIC PRIVATE PARTNERSHIPS

N/a

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

6.1 INTRODUCTION

The Constitution section 188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. The responsibility of the Auditor-General is to perform an audit to obtain reasonable assurance whether the financial statements are free from material misstatement and to express an opinion based on the audit conducted in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the General Notice issued in terms thereof and International Standards on Auditing.

The Municipal System Act section 45 states that the results of performance measurement must be audited annually by the Auditor-General. The reported performance against predetermined objectives is evaluated against the overall criteria of usefulness and reliability. The usefulness of information relates to whether the reported performance is consistent with the planned development priorities or objectives and if indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury Framework for managing programme performance information.

The Auditor-General did not raise any material findings on the usefulness and reliability of the reported information.

The Annual Financial Statements (AFS) for the year 2018/19 submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the Municipal Finance Management Act., due to material misstatements of no-current assets, current assets, revenue and expenditure. The disclosure identified by the auditors in the submitted financial statements was subsequently corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified opinion. Management's internal controls and processes over the preparation and presentation of the financial statements will be improved to ensure that it is free from material misstatements.

6.2 AUDITOR-GENERAL OPINION (PREVIOUS YEAR)

6.2.1 AUDITOR GENERAL REPORTS

(a) Auditor-General Report on Financial Performance

Audit Report Status:	Unqualified with one finding*
Non-Compliance Issues	Remedial Action Taken
<p>The annual financial statements were not submitted to the Auditor-General, for auditing, within two months after the end of the financial year, as required by section 126(1)(a) of the MFMA.</p> <p>The financial statements were submitted late as a result of financial transactions which were incorrectly mapped based on MSCOA classifications; resulting in technical issues which could not be resolved in time.</p> <p>Management and the officials responsible for the preparation of the financial statements were dependent on the financial system vendor who could not fix the incorrect allocations in the asset program timeously even though management proactively ensured that the vendor was on-site during this crucial period.</p>	<ul style="list-style-type: none"> • The Chief Financial Officer continuously influences R-Data to ensure that the development of the financial system, Promun, especially the fixed assets module complies with the mSCOA requirements. • Compilation of draft financial statements, which include the fix assets, two weeks prior to the deadline of the submission of the Annual Financial Statements to ensure reliability of information in the financial system. The draft financial statements should then be submitted to the Performance and Risk Audit Committee for review • Year-end procedures communicated to all Departments • Latest capital payment submitted to Financial Department before 9 July

(b) Auditor-General Report on Service Delivery Performance

Audit Report Status:	Unqualified Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
<p>There are no material findings on the usefulness and reliability of the reported performance information for the selected objective in respect of Strategic Goal 5 – Sufficient, affordable and well-run services.</p>	<p>None</p>

6.3 AUDITOR-GENERAL OPINION (CURRENT YEAR)

6.3.1 AUDITOR GENERAL REPORTS

(a) Auditor-General Report on Financial Performance

Status of audit report:	Unqualified with one matter*
Non-Compliance Issues	Remedial Action Taken
Management's internal controls and processes over the preparation and presentation of the financial statements were inadequate to ensure that the financial statements were free from material misstatements, which resulted in material non-compliance with section 122(1) of the MFMA.	The Chief Financial Officer will improve internal controls and processes over the preparation and presentation of the financial statements to ensure that it is free from material misstatements.
Note: * The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse).	

(b) Auditor-General Report on Service Delivery Performance

Status of audit report:	Unqualified - Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
There are no material findings on the usefulness and reliability of the reported performance information for the selected objective in respect of Strategic Goal 5 – Sufficient, affordable and well-run services	None

(c) Auditor-General Report on the financial statements

See Chapter 1 paragraph 1.2.6

(d) Comments on Auditor-General's opinion

The Auditor-General formally communicated to management and the political leadership via audit steering committee engagements that the Swartland Municipality has received an Unqualified Audit Opinion with a finding of material non-compliance. The Annual Financial Statements (AFS) for the year 2018/19 submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the Municipal Finance Management Act., due to material misstatements of no-current assets, current assets, revenue and expenditure. The disclosure identified by the auditors in the submitted financial statements was subsequently corrected and the supporting records provided,

resulting in the financial statements receiving an unqualified opinion. Management's internal controls and processes over the preparation and presentation of the financial statements will be improved to ensure that it is free from material misstatements.

Clean administration entails effective team work amongst all departments within the municipality, the right attitude of its workforce and keeping staff accountable for their area of responsibility. The Swartland Municipality continues to subscribe to high levels of good governance and clean administration.

The foundations on which Swartland Municipality builds its success are as follows:

- Political stability
- Good leadership
- Effective Oversight – Council/ MPAC/ Performance and Risk Audit Committee/ Disciplinary Board
- Apply Good Governance at all times
- Managing beyond compliance built into Performance Management system
- All employees' buy-in to doing the right things the first time and to apply control
- Committed and hardworking personnel to meet and maintain high standard at all times
- Investigate and implement best practices
- Support from Provincial Treasury
- Start with the end in mind

(e) Comments on MFMA section 71 responsibilities

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)_____ Dated_____

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “ <i>what we use to do the work</i> ”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Goals	A goal is a desired end result or possible outcome that an organisation envisions, plans and commits to achieve, towards which an organisation's programmes or problem solutions are directed. It is a major step in achieving the vision of the organisation. In the strategic planning context a goal is a state where the organisation wants to be, a destination
Objectives	Objectives are more detailed than goals and explain how goals will be accomplished. Objectives detail the activities that must be completed to bring about the achievement of the goal. The attainment of each goal may require a number of objectives to be reached.

Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
Van Zyl, M	FT	Executive Mayoral Committee/Portfolio Committee (Municipal Manager, Administration & Finance – Deputy Chairperson; Protection Services)	Ward 1	92	100
Papers, C H	PT	Portfolio Committee (Protection Services); MPAC	Ward 2	81	100
Smit, N	PT	Portfolio Committee (Civil & Electrical Services – Chairperson, MPAC)	Ward 3	74	100
Stanley, B J	PT	Portfolio Committee (Civil & Electrical; Protection Services)	Ward 4	64	100
Rangasamy, M A	FT	Speaker, Portfolio Committee (Municipal Manager, Administration & Finance; Protection Services)	Ward 5	91	100
Maart, E S M	PT	Portfolio Committee (Civil & Electrical Services; Development Services)	Ward 6	81	100
McQuire, V D	PT	Portfolio Committee (Development Services; Protection Services); MPAC	Ward 7	90	100
De Beer, J M	PT	Speaker/Portfolio Committee (Municipal Manager , Administration & Finance; Development Services - Chairperson)	Ward 8	100	100
Penxa, B J	PT	Portfolio Committee (Civil & Electrical Services)	Ward 9	81	100
Van der Westhuizen, R F	FT	Executive Mayoral Committee/Portfolio Committee (Municipal Manager, Administration & Finance; Civil & Electrical Services – Deputy Chairperson)	Ward 10	96	100
Daniels, C	PT	Portfolio Committee Municipal Manager, Administration & Finance – Chairperson; Civil & Electrical Services); MPAC – Deputy Chairperson	Ward 11	100	100
Bess, D G	PT	Portfolio Committee (Civil & Electrical Services; Protection Services - Chairperson)	Ward 12	100	100
Van Essen, T	FT	Executive Mayor	Party Representative	92	100

Annual Report for 2018/2019

Goliath, M S I	FT	Executive Deputy Mayor /Portfolio Committee (Municipal Manager, Administration & Finance; Civil & Electrical Services; Development Services; Protection Services)	Party Representative	100	100
Stemele, O M	FT	Executive Mayoral Committee/Portfolio Committee (Municipal Manager, Administration & Finance - Deputy Chairperson; Civil & Electrical Services)	Party Representative	100	100
Solomons, P E	FT	Executive Mayoral Committee/Portfolio Committee (Development Services)	Party Representative	96	100
Fortuin, C B	PT	Portfolio Committee (Municipal Manager, Administration & Finance, Development Services; Protection Services); MPAC-Chairperson	Party Representative	100	100
Philander, D B	PT	Portfolio Committee (Development Services; Protection Services)	Party Representative	88	100
Sneewe, A M	PT	Portfolio Committee (Civil & Electrical Services)	Party Representative	88	100
Zatu, N S	PT	Portfolio Committee (Municipal Manager, Administration & Finance); MPAC	Party Representative	100	100
Humphreys, F S	PT	Portfolio Committee (Municipal Manager, Administration & Finance); MPAC	Party Representative	77	100
Bekebu, Z	PT	Portfolio Committee (Development Services; Protection Services)	Party Representative	58	100
Mfutwana, L E	PT	Portfolio Committee (Municipal Manager, Administration & Finance, Civil & Electrical Services, Development Services; Protection Services); MPAC	Party Representative	22	5

*Note: * Councillors appointed on a proportional basis do not have wards allocated to them*

Council meetings = 11

EMC meetings = 16

Portfolio meetings = 6

MPAC = 5

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Municipal Committees	Purpose of Committee
Local Labour Forum / Training / Appointment Committee	To regulate HR matters
Swartland Law Enforcement and Traffic Committee	To regulate law enforcement and traffic matters
Landfill Audit Committee	To regulate landfill sites
Occupational Health Committee	To regulate occupational health
Disaster Management Committee	To regulate disaster management
Tourism Organisation	To regulate tourism matters
Assets and Fleet Management Committee	To regulate asset and fleet matters
Development Services Committee	To regulate development services matters
Budget Steering Committee	To perform an oversight function
Municipal Public Accounts Committee (MPAC)	To perform an oversight function
Performance and Risk Audit Committee	To perform an oversight function
Rules Committee	To oversee the conduct of councillors
Liquor forum	To advise on the awarding of liquor licenses
Swartland Social Development forum	To regulate social development
Appeal Committee	To regulate matters iro of Section 62 appeals
Disciplinary Board	To conduct independent investigations regarding Financial Misconduct and Offences

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Directorate	Director/Manager (State title and name)
Corporate Services	Senior Manager: Human Resources Services, Ms S de Jongh
Corporate Services	Manager: Secretariat & Records Services, Ms N Brand
Corporate Services	Manager: Properties, Contracts and Legal Administration, Mr G Solomons
Corporate Services	Manager: Public Affairs, Library and Tourism Services, Ms IH Look
Financial Services	Senior Manager: Financial Statements & Control, Mr CF Gerber
Financial Services	Manager: Budget Office and Costing, Ms HT Papier
Financial Services	Manager: Financial Systems Administration, Ms S Cilliers
Financial Services	Manager: Supply Chain, Mr PJ Swart
Protection Services	Head: Fire and Emergency Services, Mr R Harris
Protection Services	Manager: Traffic and Law Enforcement Services, Mr R Steyn
Electrical Engineering Services	Senior Manager: Information, Communication and Technology, Mr WJ Pienaar
Electrical Engineering Services	Senior Manager: Technical Services, Mr MJ Swanepoel
Electrical Engineering Services	Senior Manager: Operations, Maintenance and Construction, Mr TF Rossouw
Development Services	Senior Manager: Built Environment, Mr AM Zaayman
Development Services	Manager: Community Development, Ms H Balie
Development Services	Manager: Human Settlements, Mr SC Arendse
Development Services	Manager: Environmental and Occupational Health, Mr WSJ Marais
Civil Engineering Services	Manager: Buildings and Structures, Mr NC Quickfall
Civil Engineering Services	Manager: Cleansing Services, Mr FH Bruwer

APPENDIX D – FUNCTIONS OF MUNICIPALITY

MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes (partially)
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Yes
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	No
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes

Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

APPENDIX E – Functionality of Ward Committees

Ward Number	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	*Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	Van Zyl, M (cllr)	Yes (complete)	6/6	Reports to Speaker are submitted on quarterly basis	1/ward
	Cupido N; King A; Frankenson C; Koch I; De Bruyn W J; Badenhorst E N; Thiersen H J A, Laws E; Thiart C B; Hanekom N				
2	Papers, C (cllr)	Yes (x1 vacancies)	5/6		
	Boois S; Davids, K H; Dyasi, S; Boltney D; Pypers D; Soldaka P; Van Boven A; Van Rooyen, S; Mcanjana E				
3	Smit, N (cllr)	Yes (x4 vacancy)	5/6		
	Esterhuizen Y; Friedlander B: Adams D; Adams V; Mentoer A; Clark J				
4	Stanley, B (cllr)	Yes (complete)	6/6		
	Bruiners K; Cupido J; Coetzee J M; Jooste R; Solomons A; Farao J; Maans J S; Mitchell, F V; Rezant H; Strauss M				
5	Rangasamy, M A (cllr)	Yes (x1 vacancy)	6/6		
	Sias, E; Hendricks D; Thomas W; Williams A J; Van Reenen M; Badenhorst W V D; Brittain E; Schoeman U; Neethling R				
6	Maart, E S M (cllr)	Yes (x2 vacancies)	6/6		
	Opperman, A J; Willemburg F; Gordon S; Mbhele A; Mentoer M R; Brintjies W; Johnson J; Hoogbaard W				
7	McQuire, V D (cllr)	Yes (x3 vacancy)	5/6		
	Levendall R C; Lewis C; Onverwacht P; Stallard C; Daniëls E; Fry R; Booysen S				
8	De Beer, J M (cllr)	Yes (complete)	6/6		
	Potgieter S; Kruger R J; McGregor, G A; Davids D H; Davids E; Titus G D; Titus J; Pietersen T; Du Plessis J; Pietersen M				
9	Penxa, B J (cllr)	Yes (complete)	5/6		
	Volsak S; Samela M K; Sekhamane M; Mbenyana S; Mtotoyi N J; Ngozi M; Ndaba V; Mondliwa X; Rasmeni M; Gebeda I S				
10	Van der Westhuizen, R F (cllr)	Yes (complete)	6/6		
	Coetzee H; De Villiers J M; Louw J M; De Beer D J; Allie A G; Jacobus J A; Adams J M; La-Meyer F J; Pietersen L; Pietersen L				

11	Daniels, C (cllr)	Yes (complete)	6/6		
	Malgas S; Meyer J C; Moses H J; Pieters C; Arends E; Boks E; Erasmus P A; Jaanse M; Pieters A; Roems L				
12	Bess, D G (cllr)	Yes (complete)	6/6		
	Allen C L; De Bruin J; James M; King C F; King D H; Nero J; Van der Merwe E; Smuts M N; Maneli M; Fortuin M; La Meyer W				

APPENDIX F – Largest Capital Projects PER WARD

WARD NUMBER	PROJECT NAME AND DETAILS	TOTAL VALUE
WARDS 1 & 2		
pj-13-0008	Sewerage: WWTW Moorreesburg	2 203 218
WARD 3		
pj-17-0090	Housing Riebeeck West: Rehabilitation of dumping site	3 086 364
WARD 4		
pj-17-0074	Upgrading of Sports Ground, Chatsworth	2 852 895
WARD 5		
pj-18-0020	Electricity: Darling substation new switch gear and building upgrade	2 994 500
Ward 6		
pj-18-0020	Electricity: Darling substation new switch gear and building upgrade	2 994 500
Ward 7		
pj-18-0069	Purchase of land: Kalbaskraal	2 328 000
Ward 8		
pj-18-0070	Electricity: Wesbank sportfield A & B: New floodlighting and security measures	585 000
Ward 9		
pj-17-0044	Housing Phola Park/De Hoop: Block 4: Electrical infrastructure and bulk supply	4 000 000
Ward 10		
pj-18-0023	Electricity: Klip substation SCADA new RTU	161 000
Ward 11		
pj-16-0018	Water: New Reservoir: De Hoop Development	11 590 927
Ward 12		
pj-18-0064	Housing Riebeeck Kasteel Serviced Sites Project	4 802 713

ALL WARDS: THREE LARGEST PROJECTS PER BASIC SERVICE		
Sewerage		
pj-9-0003	Telemetry-New Installations	24 179
Water		
pj-12-0013	Upgrading/Replacement Water Reticulation Network	2 587 033
pj-17-0082	Upgrading of Water Reticulation Network: PRV's, flow control, zone metering	600 000
pj-17-0084	Water: Network expansion and new boreholes	500 000
Cleansing Services		
pj-17-0086	Refuse Skips	34600
Electricity Distribution		
pj-18-0031	Electricity: Upgrading of streetlights, floodlighting and building installations	3 000 000

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

FINAL REPORT OF THE PERFORMANCE AND RISK AUDIT COMMITTEE FOR THE YEAR ENDED 30 JUNE 2018 FOLLOWS ON THE NEXT PAGE

DRAFT REPORT OF THE INDEPENDENT PERFORMANCE AND RISK AUDIT COMMITTEE FOR THE YEAR ENDED 30 JUNE 2019 TO THE COUNCIL OF THE SWARTLAND MUNICIPALITY

The Performance and Risk Audit Committee is pleased to present its report for the financial year ended 30 June 2019 as required by Section 166 of the Municipal Finance Management Act, 56 of 2003 (MFMA). This report is provided by the Performance and Risk Audit Committee in respect of the 2018/2019 financial year of the Swartland Municipality.

AUDIT COMMITTEE RESPONSIBILITY

Section 166 of the Municipal Finance Management Act (MFMA), Act No. 56 of 2003, as amended obliges every municipality to establish an independent Audit Committee, which must advise the Municipal Council, political office-bearers, accounting officer and management staff of the municipality on matters relating to internal financial controls and internal audits, risk management, accounting policies, adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA and any other applicable legislation and any other issues referred to it by the municipality.

Municipal Planning and Performance Management Regulations, section 14(2)(c) makes provision for the establishment of a Performance Audit Committee (the role of which can be fulfilled by the audit committee) that must include at least one person who has expertise in performance management. The performance audit committee is required to review the quarterly reports submitted by internal audit on performance management, review the municipality's performance management system and make recommendations in this regard to council. The Performance and Risk Audit Committee submit audit reports to Council at least twice during a financial year.

The Committee is governed by a formal terms of reference, which is regularly reviewed and approved by Council (last updated vide Reference 2968286 dated 6 December 2017). The document was reviewed by the Committee and accepted with no changes at their meeting of 28 May 2019.

AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The Committee currently comprises of three independent members, who have sufficient qualifications and experience, appointed by the Council of Swartland Municipality. During the year under review, four Performance and Risk Audit Committee meetings were held.

The Auditor-General (AG) has a standing invitation to all Audit Committee meetings. Committee members participate in meetings with our commitment as is evidenced from the summary below:

Name of Member	Number of meetings attended
Ms M. Roos (Chairperson)	4
Mr AM Theron	2
Mr RI Kingwill	4
Mr CB de Jager	3

The Performance and Risk Audit Committee met on the following dates during the financial year 2018/2019:

- 22 August 2018;
- 21 November 2018;
- 6 March 2019; and
- 28 May 2019.

The tenure and qualifications of the members are as follows:

NAME	QUALIFICATIONS	TENURE PERIOD
Ms Mariaan Roos	CA (SA), H Dip Co Law, Masters of Commerce in Auditing, Certified Sustainability Master Class	01 August 2014 to 31 July 2017 Period extended from 01 August 2017 to 31 July 2020
Mr AM Theron	Chartered Accountant CA (SA)	01 November 2015 to 31 October 2018
Mr RI Kingwill	B.Comm, CA (SA) and Certificate in Theory of Accountancy	01 September 2016 to 31 August 2019
Mr CB de Jager	B.Comm. and B.Comm. (Hons), CA(SA) Practicing as CA (SA) and Registered Auditor	01 November 2018 to 31 October 2021

DISCHARGE OF AUDIT COMMITTEE RESPONSIBILITY

The Committee is pleased to report that it has complied with its responsibilities arising from its terms of reference, including relevant legislative requirements.

The detailed minutes of each meeting following the approval of the minutes at Committee meetings are presented to Council.

Internal Control

During the year under review the Committee executed the following functions in respect of internal control:

- Considered reports of internal audit and external audit on Council's system of internal control including internal financial controls and maintenance of effective internal control systems.
- Reviewed significant issues raised by internal and external audit on internal control systems and adequacy of corrective actions in response to the findings.

The Auditor-General concluded the municipality has a generally good control environment. Recommendations were made to prevent material misstatements within the Annual Financial Statements going forward and include:

- Preparing documented standard operating procedures over the preparation of the Annual Financial Statements.
- Implementation of the Generally Recognised Accounting Practice checklist (GRAP) as issued by National Treasury.
- Monitoring and implementation of the indigent policy as approved and amended by Council.
- Monitoring the validity of indigent debtors.

The Performance and Risk Audit Committee will continue to monitor implementation of corrective action and the enhancement of the control environment in the 2019/2020 financial year.

Internal Audit Effectiveness

During the year under review the Committee executed the following functions in respect of Internal Audit:

- Reviewed and approved the Internal Audit mandate and Risk-based Annual Internal Audit Plan.
- Evaluated the independence and effectiveness and performance of the Internal Audit Function.
- Reviewed the work performed by Internal Audit on a quarterly basis and the implementation of internal audit recommendations.

The Internal Audit activities are completed by a two-person in-house department operating in terms of an Internal Audit Charter. There appears to have been no compromise of the independence or objectivity of the function during the year of review. Internal Audit was able to complete the Risk-based Internal Audit Plan for the year under review.

Risk Management

Internal audit is responsible for facilitating risk management, as part of its consulting services, and assisted management during the performance of risk assessments. The Risk Management Policy was reviewed and approved on 19 June 2019 and the Risk Management Strategic Plan approved on 22 August 2018. During the year under review detail risk assessments were conducted at the different directorates. Management also presented Strategic and Operational Risk registers as well as management reports to the Performance and Risk Audit Committee for their consideration and input.

The Audit Committee will continue to exercise its advisory and oversight function in respect of risk management.

External audit

In respect of external audit the Performance and Risk Audit committee:

- Reviewed and discussed the External Auditors' (Auditor-General) terms of engagement, the audit plan and budgeted audit fees payable.
- Reviewed and discussed the Draft External Audit Report and Management Letter
- Engaged the Auditor-General on the External Audit Management Report and management letter

The audit committee is satisfied with the independence of the external audit.

Combined assurance

A combined assurance framework has been developed and approved by Council. The Performance and Risk Audit Committee will continue to monitor the implementation of the combined assurance framework and make recommendations in this regard.

Review and Evaluation of the Annual Financial Statements

The Performance and Risk Audit Committee had the opportunity to review the annual financial statements and made recommendations to management as part of its advisory role. Various material misstatements in the financial statements were identified by the Auditor-General, but were corrected by management and is not indicative of a breakdown in the internal control system. The dispute between management and the Auditor-General regarding a material non-compliance opinion issued by the Auditor-General for the 2018 financial year has not yet been resolved.

Performance Management

The Performance and Risk Audit Committee has reviewed the municipality's performance on a quarterly basis and have specifically focused on the indicators showing negative variances. Senior Management of the municipality is required to provide explanations and corrective actions for variances between planned and actual performance. The Audit Committee emphasises the need to maintain appropriate evidence to substantiate performance information.

The Swartland Municipality received an unqualified audit opinion on the reported performance information of Strategic goal 5 - Sufficient, affordable and well-run services. No material findings on the usefulness and reliability of the reported information were raised.

The Audit Committee will continue to monitor management's actions to ensure an effective Municipality Performance Management System.

CONCLUSION

The Audit committee accepts the AGSA's opinion regarding the Annual Financial Statements and proposes that these audited Annual Financial Statements be accepted and read together with the AGSA's report. The Committee wishes to express its appreciation to management, the Auditor-General and Internal Audit who assist the Committee in performing its functions effectively.

M Roos

Chairperson of the Performance and Risk Audit Committee

Date: 13 December 2019

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS**(a) Long Term Contracts (20 Largest Contracts) Entered into**

Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Consulting Engineers for Civil and Electrical Project: According to roster	Services as required	June 2018	June 2021	Mr L D Zikmann/Mr R du Toit	As per construction project
Riverlands Cleaning Maintenance	Collection of solid waste in Kalbaskraal/Riverlands/Chatsworth	October 2018	June 2021	Ms E Steenkamp	R2 274 723.00
Tshayela Projects cc	Street hand sweeping services	August 2017	June 2020	Mr F Bruwer	R9 240 840
Samcho Cleaning Services (Pty) Ltd	Office cleansing services	July 2018	June 2021	Mr G Solomons	R745 200
Averda South Africa (Pty) Ltd	Removal of sludge from Malmesbury and Riebeek Kasteel Sewerage works	September 2017	June 2020	Mr L D Zikmann	Tariff tender
Suid-Kaap Waardeerders	General and Supplementary Valuations	July 2016	June 2020	Mr A Zaayman	R2 317 677
Siyakhatala Safety cc	Health and Safety Agent	July 2018	June 2021	Mr K Marais	Tariff tender
Cab Holdings	Printing of Municipal Accounts	June 2017	June 2020	Ms S Cilliers	Tariff tender
Avalon Works (PTY) LTD t/a as MSS for the Provision of Security Services	Alarm Monitoring and Armed Response	June 2018	June 2021	Mr P A C Humphreys	R528 938.22
Open Communications Eyona (Pty) Ltd	Upgrading, maintain and support of municipal telephone system	October 2017	June 2020	Mr J Pienaar	R822 737.18
Linux Based Systems Design SA (Pty) Ltd	Provision of an Enterprise Optical Fibre connection and Internet Services for Swartland Municipality	May 2018	June 2020	Mr J Pienaar	R577 035
Konica Minolta South Africa a division of Bidvest Office (Pty) Ltd	Provision, installation, commissioning and maintenance of digital photocopier equipment	July 2018	June 2021	Mr J Pienaar	Unit prices
ClareMart (Pty) Ltd	Appointment of Auctioneer	July 2017	June 2020	Ms M S Terblanche	Commissions
The Standard Bank of South Africa Ltd	Banking Services	July 2017	June 2022	Mr C Gerber	Tariffs/Charges/Interest rates
Securitem (PTY) Ltd Darling Security Services	Rendering of Security Services	July 2017	June 2020	Mr P A C Humphreys	(Year 1) R300 628.26 (Year 1) R98 496
EWC Vehicle Communications	Vehicle Tracking System	April 2019	June 2021	Ms A Beneke	Based on Operating Lease
Cigi Cell	Receiving of municipal account payments on behalf of Municipality	July 2019	June 2022	Ms S Cilliers	No of transactions

Kaap Agri (Pty) Ltd	Supply of fuel (petrol, diesel, oil)	July 2019	June 2022	Ms A Beneke	Rebates tendered
TMT Services & Supplies (Pty) Ltd	Supply, delivery and administrative support services of fine collection system and camera equipment	July 2019	June 2022	Mr H Mouton	Rates tender
Ayanda Mbanga Communications (Pty) Ltd	Appointment of service provider to design and place personnel recruitment and tender advertisements in media	July 2019	June 2022	Ms S de Jongh/Mr P Swart	Tariff tender
Various tenderers	Appointment of Professional Land Surveyors and Registered Professional Town- and Regional Planners Panel	July 2019	June 2022	Mr A M Zaayman	Tariff tender
Dogs and All	Leasing of trained narcotic dogs for the K9-unit of Swartland Traffic & Law Enforcement Services	July 2019	June 2022	Mr R Steyn	R1 195 614.72
Verso Financial Services (Pty) Ltd	Underwriting of Municipality's Group Life Insurance Portfolio	July 2019	June 2022	Ms S de Jongh	Rates tender
Fidelity Cash Solutions (Pty) Ltd	Provision of security services for the transportation of money	July 2019	June 2022	Mr H Mouton	R4 519 697.20

(b) Public Private Partnerships Entered into: None

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

Name of service provider	Description of services rendered	Did the service provider reach all targets (Yes/No)	If no, provide reasons	Project Manager
Consulting Engineers for Civil and Electrical Project: According to roster	Services as required	Yes		Mr L Zikmann/Mr R du Toit
Tshayela Projects cc	Street hand sweeping services	Yes		Mr F Bruwer
Samcho Cleaning Services (Pty) Ltd	Office cleansing services	Yes		Mr G Solomons
Averda South Africa (Pty) Ltd	Removal of sludge from Malmesbury and Riebeek Kasteel Sewarage works	Yes		Mr L Zikmann
Suid-Kaap Waardeerders	General and Supplementary Valuations	Yes		Mr A Zaayman
Siyakhatala Safety cc	Health and Safety Agent	Yes		Mr K Marais
Cab Holdings	Printing of Municipal Accounts	Yes		Ms S Cilliers
Avalon Works (PTY) LTD t/a as MSS for the Provision of Security Services	Alarm Monitoring and Armed Response	Yes		Mr P Humphreys
Open Communications Eyona (Pty) Ltd	Upgrading, maintain and support of municipal telephone system	Yes		Mr J Pienaar
Linux Based Systems Design SA (Pty) Ltd	Provision of an Enterprise Optical Fibre connection and Internet Services for Swartland Municipality	Yes		Mr J Pienaar
Konica Minolta South Africa a division of Bidvest Office (Pty) Ltd	Provision, installation, commissioning and maintenance of digital photocopier equipment	Yes		Mr J Pienaar
ClareMart (Pty) Ltd	Appointment of Auctioneer	Yes		Ms M Terblance
The Standard Bank of South Africa Ltd	Banking Services	Yes		Mr C Gerber
Securitem (PTY) Ltd Darling Security Services	Rendering of Security Services	Yes		Mr P Humphreys
EWC Vehicle Communications	Vehicle Tracking System	Yes		Ms A Beneke
Cigi Cell	Receiving of municipal account payments on behalf of Municipality	Yes		Ms S Cilliers
Kaap Agri (Pty) Ltd	Supply of fuel (petrol, diesel, oil)	Yes		Ms A Beneke

TMT Services & Supplies (Pty) Ltd	Supply, delivery and administrative support services of fine collection system and camera equipment	Yes		Mr H Mouton
Ayanda Mbanga Communications (Pty) Ltd	Appointment of service provider to design and place personnel recruitment and tender advertisements in media	Yes		Ms S de Jongh/Mr P Swart
Various tenderers	Appointment of Professional Land Surveyors and Registered Professional Town- and Regional Planners Panel	Yes		Mr A M Zaayman
Dogs and All	Leasing of trained narcotic dogs for the K9-unit of Swartland Traffic & Law Enforcement Services	Yes		Mr R Steyn
Verso Financial Services (Pty) Ltd	Underwriting of Municipality's Group Life Insurance Portfolio	Yes		Ms S de Jongh
Fidelity Cash Solutions (Pty) Ltd	Provision of security services for the transportation of money	Yes		Mr H Mouton

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

The Municipal Manager and directors signed a disclosure of financial interest form when the performance agreements were signed in June 2019. The forms are available at the Office of the Municipal Manager.

APPENDIX K - REVENUE COLLECTION PERFORMANCE**(a) By Vote**

Revenue Collection Performance by Vote						
Vote Description	2017/2018	2018/2019			2017/2018 Variances	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Executive and council	769 585.00	373 766.00	373 766.00	316 917.86	-18%	-18%
Budget and treasury office	181 225 323.00	168 151 965.94	181 427 253.94	195 279 547.71	14%	7%
Community and social services	8 930 987.00	11 094 133.00	16 856 720.00	14 974 669.37	26%	-13%
Sport and recreation	11 279 945.00	6 987 150.00	8 364 133.00	9 031 027.25	23%	7%
Public safety	33 450 511.00	25 551 637.00	36 848 001.00	37 961 046.63	33%	3%
Housing	30 804 732.03	40 405 548.00	15 592 990.00	31 482 505.45	-28%	50%
Planning and development	3 819 279.00	3 549 693.84	3 611 693.84	3 586 041.15	1%	-1%
Road transport	33 701 636.00	11 976 749.00	19 347 279.00	19 674 135.11	39%	2%
Electricity	251 484 262.00	271 462 454.69	271 212 454.69	273 432 996.87	1%	1%
Water	72 731 538.00	84 537 051.92	87 480 338.92	91 417 606.68	8%	4%
Waste water management	72 053 971.00	71 066 061.04	72 932 712.04	71 009 469.86	0%	-3%
Waste management	37 111 187.00	39 473 871.19	40 171 521.19	40 349 310.11	2%	0%
Total Revenue by Vote	R737 362 956	R734 630 082	R754 218 864	R788 515 274	99%	0
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3						T K.1

(b) By Source

Revenue Collection Performance by Source						
Description	2017/2018	2018/2019			2018/2019 Variances	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	102 723 525.00	103 644 911.00	103 644 911.00	114 880 432.00	9.78%	9.78%
Property rates - penalties & collection charges		-	-	-	0.00%	0.00%
Service Charges - electricity revenue	242 490 026.00	261 358 104.69	261 358 104.69	263 660 845.35	0.87%	0.87%
Service Charges - water revenue	52 849 908.00	56 798 805.92	56 798 805.92	59 743 206.34	4.93%	4.93%
Service Charges - sanitation revenue	39 520 793.00	41 079 453.04	41 889 391.04	40 114 276.94	-2.41%	-4.43%
Service Charges - refuse revenue	23 744 707.00	24 832 607.19	25 530 257.19	25 622 624.22	3.08%	0.36%
Service Charges - other	-	-	-	-	0.00%	0.00%
Rentals of facilities and equipment	1 581 858.00	1 496 950.00	1 496 950.00	1 528 965.00	2.09%	2.09%
Interest earned - external investments	31 923 650.96	30 262 862.00	38 500 000.00	40 174 471.00	24.67%	4.17%
Interest earned - outstanding debtors	1 967 388.00	2 061 435.00	2 595 433.00	2 614 542.00	21.16%	0.73%
Dividends received		-	-	-	0.00%	0.00%
Fines	32 631 123.00	25 226 835.00	32 473 199.00	27 702 812.00	8.94%	-17.22%
Licences and permits	3 834 453.00	3 753 008.00	3 997 240.00	4 029 578.00	6.86%	0.80%
Agency services	4 051 972.07	4 100 000.00	4 200 000.00	4 373 231.00	6.25%	3.96%
Transfers recognised - operational	109 996 405.00	132 185 177.00	111 742 810.00	130 093 174.00	-1.61%	14.11%
Grants and Subsidies Received: Capital	56 742 562.00	36 975 000.00	52 797 114.00	45 838 416.00	19.34%	-15.18%
Public contributions and Donations	3 426 493.00	-	2 250 000.00	316 747.00	100.00%	-610.35%
Other Contributions and Donations	-	-	-	-	0.00%	0.00%
Donated Property, Plant and -Equipment	7 501 399.00	-	-	208 199.00	100.00%	100.00%
Other revenue	13 334 813.00	10 654 933.00	11 180 517.00	12 368 544.00	13.85%	9.61%
Gains on disposal of PPE	9 041 880.00	200 000.00	3 764 131.00	15 245 209.00	98.69%	75.31%
Total Revenue (excluding capital transfers and contributions)	737 362 956	734 630 082	754 218 864	788 515 273	6.83%	4.35%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.						T K.2

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Description	Original Budget	Adjustments Budget	Actual	Variance Budget	Variance Adj Budget
Neighbourhood Development Partnership Grant					
Public Transport Infrastructure and Systems Grant					
Other Specify:					
Expanded Public Works Programme Integrated Grant	1 572 000	1 572 000	1 572 000	0.00%	0.00%
Integrated National Electrification Programme (Municipal) Grant	4 000 000	4 000 000	4 000 000	0.00%	0.00%
Local Government Financial Management Grant	1 550 000	1 550 000	1 550 000	0.00%	0.00%
Community Development: Workers	37 000	-	12 750		100.00%
Emergency Fire Kits	-	-	191 565		100.00%
Establishment of K9 Unit	-	4 000 000	12 785	100.00%	-31186.66%
Financial Management Support Grant :Graduate Internship Programme	-	72 000	10 919	100.00%	-559.40%
Financial Management Support Grant :Mscoa	330 000	330 000	330 000	0.00%	0.00%
Financial Management Support Grant: Caseware	-	73 071	73 071	100.00%	0.00%
Financial Management Support Grant: Risk Management	100 000	100 000	54 678	0.00%	-82.89%
Financial Management Support Grant: Student Bursaries	360 000	559 820	221 803	35.69%	-152.40%
Fire Damaged HOUSES	-	-	277 748		100.00%
Human Settlements Development Grant	40 220 000	15 538 742	30 806 065	-158.84%	49.56%
Library Service: Conditional Grant	8 429 000	8 429 000	8 429 000	0.00%	0.00%
Maintenance of Proclaimed Roads	3 486 000	9 373 000	9 534 000	62.81%	1.69%
Municipal Infrastructure Support Grant	250 000	-	-		
RSEP/VPUU Municipal Projects Grant	2 500 000	8 316 114	8 316 114	69.94%	0.00%
Thusong Centre	106 000	106 000	106 000	0.00%	0.00%
Energy Efficiency and demand Side Management Grant	3 000 000	3 000 000	3 000 000	0.00%	0.00%
	R65 940 000	R57 019 747	R68 498 498		

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

(a) Capital Expenditure - New assets programme

Description	Ref	Budget Year 2018/2019							
		Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								
Infrastructure		23 889	27 885	1 265	26 308	27 898	1 590	5.7%	27 885
Roads Infrastructure		550	525	346	538	538	0	0.0%	525
Roads		550	525	346	538	538	0	0.0%	525
Road Furniture		–	–	–	–	–	–		–
Electrical Infrastructure		7 070	7 666	573	7 620	7 666	46	0.6%	7 666
MV Substations		2 640	2 651	–	2 653	2 651	(2)	-0.1%	2 651
LV Networks		4 430	5 015	573	4 967	5 015	48	1.0%	5 015
Water Supply Infrastructure		9 174	12 091	169	11 572	12 091	519	4.3%	12 091
Dams and Weirs							–		
Boreholes		500	500	49	500	500	–		500
Reservoirs		8 674	11 591	69	11 022	11 591	569	4.9%	11 591
Distribution		–	–	50	50	–	(50)	#DIV/0!	–
Sanitation Infrastructure		7 095	7 603	177	6 578	7 603	1 025	13.5%	7 603
Reticulation		7 095	7 603	177	6 578	7 603	1 025	13.5%	7 603
Community Assets		9 040	15 702	1 918	9 580	14 230	4 650	32.7%	15 702
Community Facilities		3 540	5 237	567	3 322	5 217	1 896	36.3%	5 237
Cemeteries/Crematoria		1 040	1 190	232	788	1 170	382	32.6%	1 190
Police		–	250	250	250	250	–		250
Public Open Space		1 900	1 917	85	403	1 917	1 514	79.0%	1 917
Public Ablution Facilities		600	692	–	692	692	–		692
Taxi Ranks/Bus Terminals		–	1 189	–	1 189	1 189	–		1 189
Sport and Recreation Facilities		5 500	10 465	1 352	6 258	9 013	2 755	30.6%	10 465
Indoor Facilities		5 000	8 979	1 352	4 773	7 527	2 755	36.6%	8 979
Outdoor Facilities		500	1 486	–	1 486	1 486	–		1 486
Other assets		5 000	10 881	6 076	10 632	10 881	249	2.3%	10 881
Operational Buildings		–	–	5 135	5 135	–	(5 135)	#DIV/0!	–

<i>Capital Spares</i>		–	–	5 135	5 135	–	(5 135)	#DIV/0!	–
Housing		5 000	10 881	941	5 497	10 881	5 384	49.5%	10 881
<i>Social Housing</i>		5 000	10 881	941	5 497	10 881	5 384	49.5%	10 881
Biological or Cultivated Assets		–	–	–	–	–	–		–
Biological or Cultivated Assets		–	–	–	–	–	–		–
Computer Equipment		567	473	310	671	473	(198)	-41.8%	473
Computer Equipment		567	473	310	671	473	(198)	-41.8%	473
Furniture and Office Equipment		73	131	16	160	151	(9)	-6.1%	131
Furniture and Office Equipment		73	131	16	160	151	(9)	-6.1%	131
Machinery and Equipment		7 676	7 535	2 803	7 276	7 470	193	2.6%	7 535
Machinery and Equipment		7 676	7 535	2 803	7 276	7 470	193	2.6%	7 535
Transport Assets		3 757	3 291	156	3 243	3 291	47	1.4%	3 291
Transport Assets		3 757	3 291	156	3 243	3 291	47	1.4%	3 291
Total Capital Expenditure on new assets	1	50 002	65 898	12 544	57 871	64 394	6 522	10.1%	65 898

(b) Capital Expenditure - Upgrade/renewal programme

Description	Ref	Budget Year 2018/19							
		Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								
Capital expenditure on renewal of existing assets by Asset Class/Sub-class									
Infrastructure		5 690	5 513	660	5 487	5 513	26	0.5%	5 513
Roads Infrastructure		–	–	–	–	–	–		–
Storm water Infrastructure		–	–	–	–	–	–		–
Electrical Infrastructure		830	723	34	697	723	26	3.6%	723
<i>LV Networks</i>		830	723	34	697	723	26	3.6%	723
Water Supply Infrastructure		2 061	2 587	117	2 587	2 587	–		2 587
<i>Distribution</i>		2 061	2 587	117	2 587	2 587	–		2 587
Sanitation Infrastructure		2 800	2 203	509	2 203	2 203	0	0.0%	2 203
<i>Waste Water Treatment Works</i>		2 800	2 203	509	2 203	2 203	0	0.0%	2 203
Total Capital Expenditure on renewal of existing assets	1	5 690	5 513	660	5 487	5 513	26	0.5%	5 513

APPENDIX N – CAPITAL PROGRAMME BY PROJECT CURRENT YEAR

	Project Description	Ward	Original Budget 2018/2019	Adjustment Budget	Actual
	<u>CIVIL</u>				
1	Equipment : Civil See SDBIP for detail.		40 000	31 989	31 986
	<u>Sewerage Services</u>	R	7 220 822	R 7 643 054	R 6 805 282
2	Bulk Sewer: De Hoop Housing Project (MIG)		5 572 816	6 222 816	6 273 972
3	Bulk Sewer: De Hoop Housing Project (CRR)		1 056 006	1 056 006	279 719
4	Industrial Effluent Sampling Equipment		500 000	284 117	171 479
5	Equipment : Sewerage Telemetry		27 000	24 179	24 179
6	Equipment : Sewerage		25 000	23 947	23 947
	<u>Sewerage Plant</u>	R	2 799 505	R 2 203 218	R 2 203 218
11	Sewerage Works: Moorreesburg (MIG)		2 799 505	2 203 218	2 203 218
	<u>Buildings & Maintenance</u>	R	1 022 050	R 728 651	R 728 251
13	Riebeek Kasteel: Community Hall		1 000 000	700 000	699 684
14	Equipment : Buildings & Maintenance		22 050	28 651	28 567
	<u>Cemetries</u>	R	540 000	R 690 000	R 673 901
18	Moorreesburg Cemetary: Fencing		140 000	143 000	128 009
19	Riebeek Kasteel Cemetary: Fencing, access and site		400 000	547 000	545 893
	<u>Parks</u>	R	2 049 600	R 3 078 780	R 3 064 914
20	Activity recreation nodes (playgrounds & benches)		500 000	1 485 582	1 485 582
21	Public toilets / landscaping (Entrepreneurial Hub)		600 000	691 647	691 647
22	Ward Committee Projects: Parks		400 000	416 543	402 739
23	Equipment: Parks		180 000	177 018	176 958
24	Parks: CEA1019 J Smit Trailer		84 000	81 733	81 733
27	Parks: CK27105 Nissan 4x2		285 600	226 257	226 257

	<u>Swimming Pools</u>				
31	Splash pool / Fountain				
	<u>Roads</u>		R 18 241 100	R 16 515 303	R 16 508 589
32	Roads Swartland: Resealing of Roads		14 000 000	13 982 467	13 977 703
33	Upgrading and Diversion: Kalbaskraal Riverlands Pipeline (N7 construction works)		2 664 000	-	-
34	Upgrading of the Pieter Berg/Bokomo traffic light to enable synchronisation		440 000	440 000	438 052
35	Ward Committee Projects: Roads		400 000	396 873	396 873
38	Roads: CK41130 Isuzu KB 250 Tipper		380 100	291 257	291 257
42	Roads: CK7154 Trailer Roller		357 000	215 408	215 408
43	Safe taxi stops and shelters		-	1 189 298	1 189 298
	<u>Sportgrounds</u>		R 2 349 895	R 2 852 895	R 2 860 439
42	Upgrading of Sports Grounds: Chatsworth (MIG)		2 349 895	2 852 895	2 860 439
	<u>Stormwater</u>		R 49 000	R 54 284	R 54 258
48	Equipment: Streets and Stormwater		49 000	54 284	54 258
	<u>Water</u>		R 11 774 673	R 15 316 927	R 14 797 042
49	Water: Replacement water reticulation network		2 060 609	2 587 033	2 587 033
50	Water: Upgrading water reticulation network: PRV's, flow		500 000	600 000	599 010
51	New Reservoir: MBY (Wesbank) De Hoop Development		8 162 175	11 079 038	11 020 338
52	New Reservoir: MBY (Wesbank) De Hoop Development		511 889	511 889	1 300
53	Water Network Expansion and New Boreholes		500 000	500 000	500 000
54	Equipment : Water		40 000	38 967	38 967
	WCDM: Water Meters				50 394
	<u>Refuse</u>		R 6 160 000	R 2 504 650	R 2 481 847
62	Upgrading Riebeeck West Transfer Station		3 000 000	150 000	121 970

63	Upgrading Yzerfontein Transfer Station		700 000	-	-
64	Equipment : Refuse bins, traps, skips (Swartland)		30 000	34 600	34 600
65	Equipment : Refuse Removal		15 000	14 415	14 297
66	Refuse: CK37315 Nissan UD290		2 415 000	2 305 635	2 310 980
	DEVELOPMENT SERVICES	R	5 962 600	R 11 750 657	R 8 867 443
72	Entrepreneurial Hub		400 000	3 122 213	3 122 213
73	Entrepreneurial Hub (Donation)			250 000	250 000
75	Indoor / Outdoor Sport Centre (RSEP)		1 000 000	1 827 374	1 827 374
76	Indoor / Outdoor Sport Centre (CRR)		3 000 000	3 000 000	2 245 487
77	Indoor / Outdoor Sport Centre (Donation)			2 000 000	-
79	Equipment : Development Services		30 000	37 900	26 663
80	Equipment: YZF Caravan Park		10 000	2 100	-
81	YZF Caravan Park: Expansion (Service of 8 plots + ablution block)		1 300 000	1 300 000	1 184 636
82	Thusong Centre: CK37749 CITI Golf Storm		222 600	211 070	211 070
	Housing	R	6 939 024	R 13 439 364	R 3 344 108
84	Riebeek Wes (Professional Fees)		139 024	-	-
85	Malmesbury De Hoop Housing Project (Professional Fees)		5 000 000	1 500 000	-
86	Abbotsdale Social Economic Facility Project		1 500 000	1 500 000	-
87	Erf 3715: Services		300 000	300 000	-
88	Rehabilitation of Riebeek Wes Dumping Site		-	3 086 364	-
89	Riebeek Kasteel Housing Project		-	4 802 713	1 881 654
90	Kalbaskraal Housing Project			1 300 000	512 168
91	Sibanye-Moorreesburg Housing Project		-	950 287	950 287
	ELECTRICAL SERVICES	R	14 793 500	R 15 322 423	R 15 202 592
92	Phola Park/De Hoop Electrical Infrastructure and Bulk Supply		4 000 000	4 000 000	4 000 000
94	Darlingweg substation new switchgear and building upgrade		3 000 000	2 994 500	2 945 014
95	Minisubstations replacement (Nobuhle, Alfa, Excelsior, Donkin, Park A6) 1x630kVA, 4x500kVA)		2 240 000	2 240 000	2 240 081

96	Wesbank sport field lighting mast foundation strengthening		100 000	136 000	136 000
97	Klip substation SCADA new RTU		150 000	161 000	160 997
98	Malmesbury existing low voltage network renewal (Kort, Rog, Oleander, Palmboom, Dahlia str)		250 000	148 000	148 466
99	Moorreesburg existing low voltage network renewal (Willem April, Steyl, Ellevator, Walter, Rivier str)		330 000	330 000	303 700
100	Darling existing low voltage network renewal (Van Riebeeck, Tulbagh, Victoria, Stasie, Pastorie str)		250 000	245 000	244 989
101	Substations new fencing/enclosures (Darlingweg, K Sub,		250 000	250 000	251 580
102	Darling new streetlights (Van Riebeeck, Tulbagh, Victoria,		200 000	200 000	199 973
103	Malmesbury, Ilinge Lethu meter and polebox replacement		150 000	150 000	149 844
104	Yzerfontein kiosk replacement (10 + meters)		80 000	80 000	79 988
105	Energy Efficiency Projects including upgrading of		3 000 000	3 000 000	3 000 000
108	Elec: CK20602 Isuzu NPR300		441 000	446 500	446 500
112	Elec : CK19419 Tools Trailer		52 500	51 423	51 423
113	Equipment: Electric		300 000	305 000	306 487
114	Wesbank sportsfield A & B: New floodlighting and security			585 000	537 550
	<u>Information Technology</u>	R	612 000	R 612 000	R 601 047
115	Planning Portal Equipment		150 000	150 000	142 754
116	Terminal Replacements		40 000	52 600	52 564
117	Monitor Replacements		45 000	33 300	32 600
118	Scanner Replacements		20 000	8 900	8 899
119	Equipment: Information Technology		75 000	168 800	168 121
121	Printers		100 000	40 000	37 836
122	DeskTops		140 000	106 200	106 157
123	Notebooks		42 000	52 200	52 116
	FINANCIAL SERVICES	R	628 440	R 543 926	R 5 714 541
124	Notebooks: Financial Interns		30 000	30 000	30 000
125	Meterreading Handhelds		150 000	144 109	144 109
126	Equipment : Financial		15 000	22 935	22 896

128	Finance: CK40699 Citi Golf 310		216 720	167 600	167 600
130	Finance: CK13724 Chevrolet Aveo		216 720	179 282	179 282
	Deeds				5 135 030
	Equipment Insurance				22 305
	Equipment: Cellphones				13 319
	<u>PROTECTION SERVICES</u>	R	5 395 700	R 5 527 026	R 5 588 600
133	CCTV Equipment and Radio Communication_Moorreesburg		100 000	100 000	97 380
134	CCTV Equipment and Radio Communication_Riebeek Valley		100 000	100 000	96 541
137	Upgrade and Renewal of vehicle testing station: MRB			156 000	154 338
138	New ANRP Traffic Bus and Equipment		1 000 000	966 980	919 819
139	Alterations of CK 36311 (truck) to be a stray animal truck		100 000	133 020	133 019
142	Law enforcement: CK15587 Bakkie		332 850	317 046	317 046
146	Law enforcement: CK32408 Nissan Bakkie		332 850	316 903	316 903
147	Equipment: Protection		60 000	120 585	107 949
148	Equipment : Fire Fighting		100 000	103 415	101 680
	Equipment : K9 Unit			75 000	-
	Equipment: Traffic (Donated)				205 849
149	Fire : CK35669 GMC (Replace with Meduim Pumper)		2 500 000	2 523 966	2 523 965
150	Fire: CK32735 Nissan Hardbody (Replace with Light		770 000	614 111	614 111
151	Fire: CK27542 Tata LPTA 713				
	New Fire Fighting Vehicle				
	<u>MM AND COUNCIL</u>	R	10 000	R 13 000	R 11 760
152	Equipment : Council		5 000	8 018	8 017
153	Equipment : MM		5 000	4 982	3 743
	<u>CORPORATE SERVICES</u>	R	698 000	R 3 064 173	R 2 523 357
156	Equipment : Corporate		15 000	36 360	35 114
157	Equipment Corporate: Buildings & Swartland Halls		33 000	28 640	27 210
158	Expropriation of Land (Oranfontein)		150 000	141 173	141 173
159	Purchase of Land for Cemetery, Moorreesburg		500 000	480 000	114 316

160	Purchase of Land: Kalbaskraal		-	2 328 000	2 153 307
161	Equipment: Libraries			50 000	49 886
	Libraries equipment (Donated)				2 350

APPENDIX O - CAPITAL PROGRAMME BY PROJECT BY WARD - CURRENT YEAR:

Capital Programme by Project ward: 2018-2019			
Project Nr	Capital Project	Budget	Works Completed (Yes/No)
WARDS 1 & 2			
18-0053	Purchase of land for cemetery, Moorreesburg	480 000	
16-0007	Cemetery: Moorreesburg: Fencing	143 000	
18-0025	Electricity: Moorreesburg existing low voltage network renewal (Willem April, Steyl, Ellevator, Walter, Rivier str)	330 000	
17-0076	CCTV Equipment and Radio Communication - Moorreesburg	100 000	
13-0008	Sewerage: Moorreesburg	2 203 218	
18-0058	Housing: Erf 3715 - services	300 000	
18-0066	Housing: Sibanye-Moorreesburg Services Sites Project	950 287	
18-0071	Upgrade and Renewal of vehicle testing station: Moorreesburg	156 000	
-	Vehicles	81 733	
TOTAL:		4 744 238	
WARDS 3 & 12			
17-0087	Upgrading of Riebeek West transfer station	150 000	
17-0090	Rehabilitation of Riebeek West dumping site	3 086 364	
16-0005	Community Hall / New clubhouse - Riebeek Kasteel	700 000	
18-0005	Cemetery: Riebeek Kasteel: Fencing, access and site preparation	547 000	
18-0041	CCTV Equipment and Radio Communication - Riebeek Valley	100 000	
18-0064	Housing Riebeek Kasteel Serviced Sites Project	4 802 713	
TOTAL:		9 386 077	
WARD 4			
17-0074	Sport: Upgrading of Sport Grounds: Chatsworth	2 852 895	
TOTAL:		2 852 895	
WARDS 5 & 6			
16-0044	Equipment: Yzerfontein Caravan Park	2 100	
17-0041	Caravan Park Yzerfontein: Expansion	1 300 000	
18-0020	Electricity: Darlingweg substation newswitchgear and building upgrade	2 994 500	
18-0026	Electricity: Darling existing low voltage network renewal (Van Riebeek, Tulbagh, Victoria Stasie, Pastorie str)	245 000	
18-0027	Electricity: Substations new fencing/enclosures (Darlingweg, K Sub, R17, Darling Main, Smith, Asla RMU)	250 000	

18-0028	Electricity: Darling new streetlights (Van Riebeeck, Tulbagh, Victoria, Stasie, Pastorie str)	200 000	
18-0030	Electricity: Yzerfontein kiosk replacement (10 + Meters)	80 000	
-	Vehicles	226 257	
TOTAL:		5 297 857	
WARD 7			
18-0019	Housing Abbotsdale Social Economic Facility Project	1 500 000	
18-0065	Housing Kalbaskraal Services Sites Project	1 300 000	
18-0069	Purchase of land: Kalbaskraal	2 328 000	
TOTAL:		5 128 000	
WARDS 8, 9, 10 & 11			
18-0022	Electricity: Wesbank sport field lighting mast foundation strenghtening	136 000	
18-0024	Electricity: Malmesbury existing low voltage network renewal (Kort, Rog, Oleander, Palmboom, Dahlia str)	148 000	
18-0070	Electricity: Wesbank sport field A & B: New floodlighting and security measures	585 000	
18-0008	Roads: Upgrading of the Pieter Berg/Bokomo traffic light to enable synchronisation	440 000	
16-0001	Sewerage: Bulk sewer De Hoop Housing Project	7 278 822	
16-0018	Water: New Reservoir: MBY (Wesbank) De Hoop Development	11 590 927	
17-0044	Electricity: Phola Park/De Hoop: Electrical infrastructure and bulk supply	4 000 000	
18-0029	Electricity: Malmesbury, Illinge Lethu meter and polebox replacement	150 000	
18-0018	Housing Malmesbury De Hoop Housing Project (Professional fees)	1 500 000	
18-0023	Electricity: Klip substation SCADA new RTU	161 000	
TOTAL:		25 989 749	
VARIOUS WARDS			
18-0021	Electricity: Minisubstations replacement (Nobuhle, Alfa, Excelsior, Donkin, Park A6) 1x630 kVA, 4x500kVA	2 240 000	
-	Vehicles	737 757	
TOTAL:		2 977 757	
ALL WARDS			
Cleansing			
09-0027	Refuse bins, traps, skips	34 600	
Corporate Services, Secretariat and Records and Ward Committees			
18-0052	Expropriation of land (Oranjefontein)	141 173	
Electricity Distribution			
18-0031	Electricity: Upgrading of streetlights, floodlighting and building installations	3 000 000	
Finance (Credit Control, income and Expenditures)			

17-0050	Meter reading handhelds	144 109	
Financial Services			
18-0036	Finance: Notebooks: Financial Interns	30 000	
ICT Services			
11-0104	IT: Terminals	52 600	
11-0105	IT: Scanner Replacements	8 900	
11-0106	IT: Equipment	168 800	
12-0036	IT: Monitor Replacements	33 300	
14-0028	Printers	40 000	
14-0029	IT: Destops	106 200	
14-0030	IT: Notebooks	52 200	
18-0057	IT: Planning Portal Equipment	150 000	
Roads			
09-0004	Resealing of roads - Swartland	13 982 467	
17-0080	Roads: Ward Committee Projects	396 873	
Sewerage			
09-0003	Telemetry	24 179	
Parks			
17-0079	Ward Committee Projects	416 543	
Water Water Treatment Works			
18-0002	Sewerage: Industrial effluent sampling equipment	284 117	
Water Distribution			
12-0013	Upgrading/Replacement water reticulation network	2 587 033	
17-0082	Upgrading of water reticulation network: PRV's, flow control, zone metering	600 000	
17-0084	Network expansion and new boreholes	500 000	
Equipment			
09-0021ac	Equipment Civil Services	31 989	
16-0006	Equipment Buildings & Maintenance	28 651	
11-0058	Equipment Parks	177 018	
11-0059	Equipment Refuse Removal	14 415	
10-0114	Equipment Sewerage	23 947	
11-0060	Equipment Streets and Storm Water	54 284	
11-0062	Equipment Water	38 967	
09-0021ad	Equipment Corporate	36 360	
09-0024	Equipment Corporate: Halls and buildings	28 640	
17-0069	Equipment Libraries	50 000	
09-0021aa	Equipment Council	8 018	

09-0021ab	Equipment Municipal Manager	4 982	
11-0097	Equipment Development Services	37 900	
11-0096	Equipment Electricity	305 000	
09-0021af	Equipment Financial	22 935	
10-0138	Equipment Protection	120 585	
18-0067	Equipment K9 unit	75 000	
10-0139	Equipment Fire and Emergency Services	103 415	
Vehicles			
-	Vehicles Electricity	51 423	
-	Vehicles Refuse	2 305 635	
-	Vehicles Financial Services:	346 882	
-	Vehicles Multi Purpose Centre	211 070	
-	Vehicles Traffic and Law Enforcement	1 733 949	
-	Vehicles Fire Services	3 138 077	
-	Vehicles Roads	215 408	
TOTAL:		31 917 644	
RSEP Wards			
17-0088	RSEP - Indoor outdoor sport centre	6 827 374	
15-0021 b	RSEP - Parks and Amenities: Activity recreation nodes (playgrounds, trees & benches)	1 485 582	
15-0025	RSEP - Parks and Amenities: Public toilets / landscaping	691 647	
15-0027	RSEP - Roads: Safe taxi stops and shelters	1 189 298	
17-0100	RSEP - Entrepreneurial hub	3 372 213	
TOTAL:		13 566 114	
GRAND TOTAL:		101 860 331	

APPENDIX P - SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS:

No backlogs regarding service delivery to provincial facilities in the urban areas. Information on rural areas is not available to the Municipality.

APPENDIX Q - SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION:

The housing backlog in the 2018/2019 financial year was 14 590. The impact of the backlog was that it put a lot of pressure on our infrastructure, suitable land and funding for new housing projects.

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY - CURRENT YEAR

All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of business	Conditions attached to funding	Value	Total Amount committed for 2018/2019
Bergrivier Canoe Marathon	Non-profit institution	Yes	54 000	54 000
National Sea Rescue Institute	Non-profit institution	Yes	47 687	47 687
SPCA	Non-profit institution	Yes	265 000	265 000
Yzerfontein Conservancy	Non-profit institution	Yes	65 000	65 000
Darling	Museums	Yes	49 852	49 852
Malmesbury	Museums	Yes	49 852	49 852
Oude Kerk	Museums	Yes	49 852	49 852
Wheat Industry	Museums	Yes	49 852	49 852
Swartland and Coastal Area	Tourism	Yes	766 656	766 656
HUB R27	Social Upliftment	Yes	17 658	17 658
Student Bursaries	Social Upliftment	Yes	221 803	221 803
Darling Focus	Social Upliftment	Yes	40 000	40 000
Darling Recycling	Social Upliftment	Yes	50 000	50 000
Elkana Childcare	Social Upliftment	Yes	45 000	45 000
Huis van Heerde	Social Upliftment	Yes	45 000	45 000
Jo Dolphin	Social Upliftment	Yes	50 000	50 000
Multi Purpose Centre: Moorreesburg	Social Upliftment	Yes	40 000	40 000
Night Shelter	Social Upliftment	Yes	25 000	25 000
Old Age Homes	Social Upliftment	Yes	632 981	632 981
			2 565 193	2 565 193

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

None

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

Note: Information is already contained elsewhere in the Annual Report.

APPENDIX U – 2018/2019 CERTIFIED AUDITED ANNUAL FINANCIAL STATEMENTS